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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

1 November, *Sunday*. All Saints' Day. Commemoration of Benefactors. Scarlet Day. Preacher before the University at 10.30 a.m., The Rev'd Canon Mark Oakley, Fellow and Dean of Chapel of St John's College.

9 November, *Monday*. Michaelmas Term divides.

10 November, *Tuesday*. Discussion via videoconference at 2 p.m. (see below).

Discussions (Tuesdays at 2 p.m.)

10 November

24 November

8 December

Congregations (Saturdays unless otherwise stated)

28 November, at 11 a.m. (degrees in absence only)

Discussion on Tuesday, 10 November 2020

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, 2019, p. 105) to a Discussion via videoconference on Tuesday, 10 November 2020 at 2 p.m., for the discussion of:

1. Report of the Council, dated 26 October 2020, recommending allocations from the Chest for 2020–21 (p. 96).

Those wishing to join the Discussion by videoconference should email UniversityDraftsman@admin.cam.ac.uk from their University email account and providing their CRSid (if a member of the collegiate University) by 10 a.m. on the date of the Discussion to receive joining instructions. Alternatively, contributors may email remarks to contact@proctors.cam.ac.uk, copying Reporter.Editor@admin.cam.ac.uk, by no later than 10 a.m. on the day of the Discussion, for reading out by the Proctors,¹ or ask someone else who is attending to read the remarks on their behalf.

¹ Any comments sent by email should please begin with the name and title of the contributor as they wish it to be read out and include at the start a note of any College or Departmental affiliations they have.

Elections to the Council and the Board of Scrutiny

The Vice-Chancellor reminds members of the University that nominations for candidates for election to the University Council in classes (a), (b), and (c) and to the Board of Scrutiny in class (c)(ii), submitted in accordance with the Notice published on 7 October 2020 (*Reporter*, 6590, 2020–21, p. 16), should be received by the Registry not later than **12 noon on Monday, 9 November 2020**. Nominations will be published on the Advance Notices section of the *Reporter* website as they are received, with the complete list of nominations published in the *Reporter* on Wednesday, 11 November 2020. Members are reminded that no person shall be appointed to the Council or the Board of Scrutiny who at the commencement of his or her period of service (or further period of service) would have attained the age of seventy years.

Allocations Report and budget: Context and framework for the transition to Enhanced Financial Transparency and the budget-setting process

22 October 2020

The Council is publishing the following contextual information as background to the recommendations of the Allocations Report (p. 96).

The University clearly faces an unprecedented financial challenge due to the compound effects of the underlying structural deficit and the impact of COVID-19, demanding an urgent and thorough examination and rebalancing of its operational finances. The Finance Committee draws on a ten-year financial model to support extensive stress-testing of the financial downside due to the potential consequences of COVID-19. The ten-year model is based on the full income and costs and shows cash flow. It indicates that the University is well placed to continue operating as a going concern in the medium term, underpinned by its significant but depleting unrestricted reserves. In order to achieve a sustainable long-term financial future, it is critical that the Academic University takes substantial mitigating actions to achieve meaningful cost savings and incremental revenues to arrive at an operating cash flow surplus. This surplus will enable it to support and maintain the University's infrastructure to reduce the scale of dependency on periodic transfers from Cambridge Assessment and Cambridge University Press. A reasonable medium-term target (3 to 5 years), therefore, is to generate a sustainable Academic University operational cash flow surplus (Chest and non-Chest combined) of at least £30m per year from cost savings and revenue growth to support, maintain and invest in activity across agreed strategic academic themes and initiatives.

The context for the annual Allocations Report

The Council is required, by Statute, to make an annual Report to the Regent House recommending allocations from the 'Chest' to Schools and institutions, and centrally-managed funds. The Chest represents a critical part of the Academic University's overall resource flows (Appendix 1) and the balance of the Chest has been seen historically as a fundamental marker of the Academic University's operational financial health over time. This year's Report is underpinned by an evolution in the approach to determining Chest allocations. This summary, therefore, revisits the background to the annual Allocations Report and the reasons behind this year's change in approach.

The Chest

The annual budgeting process has, to date, focused on a review of ‘Chest’ income and allocations of central resources to Schools and institutions. Chest income comprises unrestricted general income to the University principally from Research England and the Office for Students, student fees and endowment income, and a share of the ‘overhead’ element from research grant income, which is brought into the Chest to offset costs incurred in support of research. Traditionally, Chest income has supported the core recurrent costs of the University in teaching, basic research and associated administration.

Chest income is allocated to Schools, non-School institutions (NSIs) and centrally held accounts (known internally as Administered Funds) through an annual planning and budgeting process. These Chest allocations are inflated by a given percentage each year. In 2019–20 this was 0%; from 2012–13 to 2018–19 this was 1%. Institutions have also had the opportunity, through the annual Planning Round, to request additional Chest allocation to support new academic activity or to meet costs of professional services in support of academic activity.

Non-Chest

Non-Chest income consists principally of research grants, trust funds and other restricted funds, specific donations and trading activity carried out by departments and institutions. Non-Chest income is, for the most part, received and managed directly by relevant local institutions.

Activity funded by non-Chest income has grown significantly over the last decade and, for some institutions, and science Schools in particular, represents the majority of their total expenditure. Overall, non-Chest income represents the largest share (60%) of the Academic University’s total income. It is for this reason that the current approach to planning and budgeting, with its focus on Chest income and Chest allocations, is no longer sufficient and underlines the importance of a new planning and budgeting model that captures all income and expenditure.

The structural deficit

Allocations Reports since 2017 have reported a Chest deficit projected to deteriorate further beyond the budget year in question. This deficit is driven by pressure in both income and expenditure. Growth in fee income has been constrained as a result of the cap on the regulated undergraduate tuition fee. Funding streams in the government grant have reduced or fallen away, the Chest share of overheads on research grants has fallen and CUEF investment income has been impacted by the drawdown on unrestricted reserves to support the University’s capital programme. Increases in costs have been fuelled by growth in academic activity accompanied by associated growth in professional services staff. Costs have also risen as the University has responded to increasing regulatory requirements and sector-wide developments affecting expectations in teaching and research practices. As a result, core costs have exceeded Chest income leading, over time, to what is referred to as a ‘structural deficit’. In response, non-Chest income has been used increasingly by institutions to support core costs that, historically, might have been covered by Chest income.

Current problem with the Allocations methodology

The Chest deficit reported in the Allocations Report is presented as Chest income less Chest allocations and it is assumed that Chest allocations to Schools and institutions are spent in full in year. In reality, Schools and institutions have, at different times, underspent and overspent Chest allocations. When the annual inflationary increase in Chest allocations was set at a higher level, it is clear that Chest allocations were underspent as funds accumulated as unrestricted reserves in Schools and their Faculties and Departments. Over recent years, however, the limited uplift in Chest allocations has been insufficient to meet annual growth in pay costs driven by the annual pay rise, the movement of posts through the salary spine, additional costs of pay and reward schemes, and – for some institutions – the payment of market supplements. Institutions have been using other funding sources to supplement Chest allocations in order to meet the cost of staff, a majority of whom have Established status, as well as provide for modest non-pay budgets.

However, the Allocations Report, which assumes allocations are spent in full each year, does not make clear what the level of *expenditure* is in Schools and institutions. It does not show how non-Chest income and reserves are supporting core costs that might otherwise be funded by the Chest. At a University-wide level, therefore, the Chest deficit in the Allocations Report does not reflect Chest income less *Chest expenditure*. As such it does not represent an accurate picture of the real operating position of Chest-funded activities. It is for this reason, along with recognition of the growing importance of non-Chest income and expenditure, that a change in approach to planning and budgeting is needed.

Moving towards an expenditure-based budget: this year’s hybrid approach

The problems in the current budgeting system and related processes have already been the focus of a Discovery Phase in the Finance Division’s Finance Transformation Project. In response, a new project, *Enhanced Financial Transparency* (EFT), is in development and is marked as a priority for the University. This project will reform budgeting and enable more effective budgetary management throughout the University. Under EFT, budgeting and forecasting will encompass *all* sources of income and expenditure. EFT is currently anticipated to be a 3- to 5-year project, but incremental improvements will be introduced and monitored each year.

This year’s Allocations Report is intended to take a step towards EFT by making the actual costs in Schools and institutions more visible. The Report is therefore predicated on actual *expenditure* in 2019–20 and capturing the extent to which core costs are being funded by reserves and other sources of funding. These actuals have served as a foundation for forecast *Chest expenditure* in 2020–21, which, in turn, has informed the setting of *Chest allocations* for 2020–21.

The 2020–21 budget

Without any adjustments (see below), this year's Allocations Report forecasts Chest income of £516.7m less Chest expenditure of £544.9m, resulting in a forecast Chest deficit of £(28.2)m.

This includes:

- a provision for an in-year budget of £5m to give a level of flexibility for the Planning and Resource Committee to manage in-year expenditure requirements; and
- £1.1m for the central management costs of the COVID-19 Recovery Plan.

New *exceptional*, non-recurrent expenditure of £11m has also been identified for the ongoing COVID-19 pandemic and the risk of a chaotic end to the transition period following the UK's withdrawal from the European Union. These exceptional items increase the overall Chest deficit to £(39.2)m.

Reducing the deficit

Opportunities to *reduce* the level of Chest expenditure have been explored with each institution over recent weeks through a series of budget review sessions. These opportunities are limited without undertaking significant restructuring, given that staff costs constitute approximately 85% of Chest expenditure across Schools and NSIs. However, institutions did identify some short-term, mainly non-recurrent, savings of £9.3m. This includes £2.9m in the UAS, £4.7m in Administered Funds (of which equipment savings were £4.5m) and £1.7m across the academic institutions, including Schools. These savings have the effect of reducing the forecast Chest expenditure from £544.9m to £535.6m.

Institutions have also considered the extent to which local reserves and other sources of funds can continue to contribute – as a short-term measure only – to the funding of Chest expenditure in 2020–21. A contribution from reserves of £17.2m has been identified. The distinction this year is that this contribution is being made visible as part of the new approach to this year's Allocations Report. Using reserves in this way can only be a short-term measure and does not represent a saving to University cash flow, but it does enable Chest allocations to be set at a more manageable level whilst more substantial cost-saving and income-generating measures are established in the short term.

Taking into account the savings identified and the use of reserves, **the overall allocation of Chest funding to meet expenditure in 2020–21 is £529.4m. This corresponds to a resulting Chest deficit for 2020–21, expressed in terms of Chest income less Chest allocations, of £(12.7)m.** Further details of the budget are provided in the Schedules to the Allocations Report (pp. 103 and 104).

Further savings

In support of achieving a more sustainable future, institutions have identified cost-saving and income-generating projects (Category 2 initiatives). Over thirty such initiatives have been identified based predominantly on the generation of income. None of these are yet at a sufficient stage of development to include detailed forecasts of upfront costs and subsequent financial benefits. Many link directly to Schools' Academic Visions, and offer scope for new or expanded postgraduate taught, executive education and other taught courses. Other initiatives include a proposal to review the market and test the level at which unregulated fees are set, more effective use of trust funds, and introducing charges to external users for certain services or facilities associated with some of the NSIs.

In a small number of cases, institutions expressed direct interest in exploring cost-saving initiatives that would fall under a restructuring heading (i.e. local organisational change), and one such reorganisation is already underway. These initiatives would require the University's full backing and considerable HR support, but are viewed as a crucial step towards improving service and operations as well as offering significant scope for cost reductions for the institutions concerned. Category 2 initiatives will clearly need to be prioritised and monitored over the next 12 months.

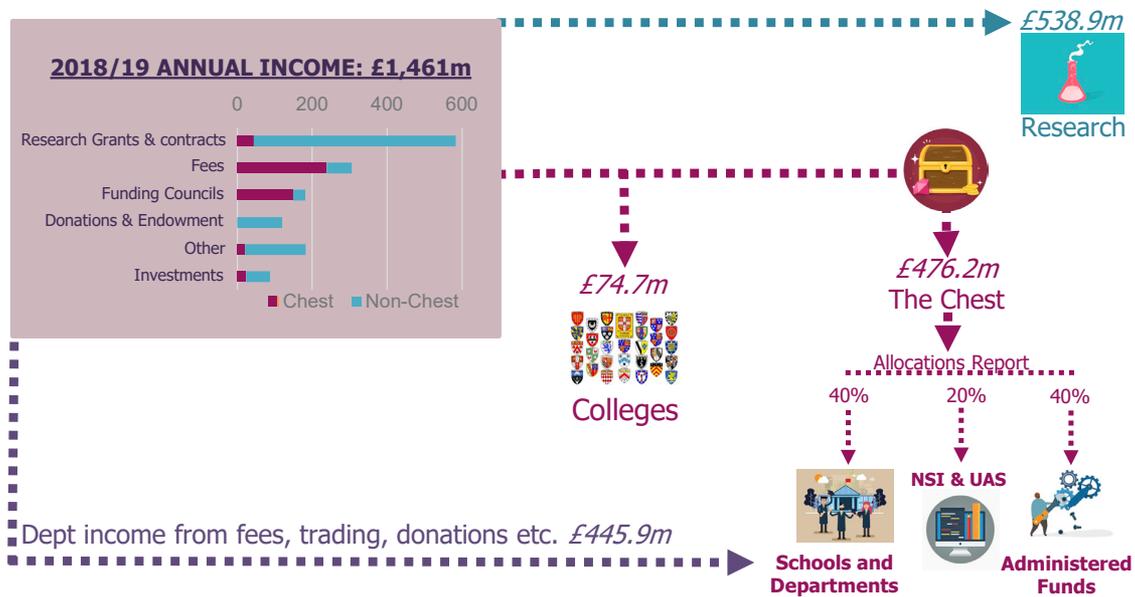
The Financial Strategy Advisory Group (FSAG), chaired by the Vice-Chancellor, has been established to provide high-level senior management oversight of the evolution of University expenditure as we navigate the challenges of COVID-19. The Finance Scrutiny Group also meets regularly to consider requests for funding related to COVID-19 and advises the Planning and Resources Committee (PRC). A working party that includes academic and Finance Committee representation will be established to provide definition and implementation in the development of Category 2 initiatives over the next 12 months, with general monitoring and oversight provided by Resource Management Committee and on report to PRC and the Finance Committee.

Conclusion

In conclusion, the University is committed to achieving greater financial responsibility, to incentivising good financial practice across all institutions and to ensuring its operational focus remains on fulfilling its academic core mission. The Finance Division is working to align the future annual budget with the 10-year model and management accounts. There is still some way to go towards achieving a sustainable operating cash flow surplus for the Academic University of £30m per year, although this year's exercise has identified several Category 2 initiatives that will help the University achieve that target in the medium term. There remains considerable work to be done to incentivise surplus-generating activities and address cost efficiencies, including those associated with staff costs. The University must also collectively endeavour to use the annual budget as a more effective management control of the University's operational activities, addressing aspects of both governance and behaviour to generate a culture of enhanced budgetary control.

APPENDIX 1:

The ‘Chest’ – an illustration of University resource flows (2018–19 data)

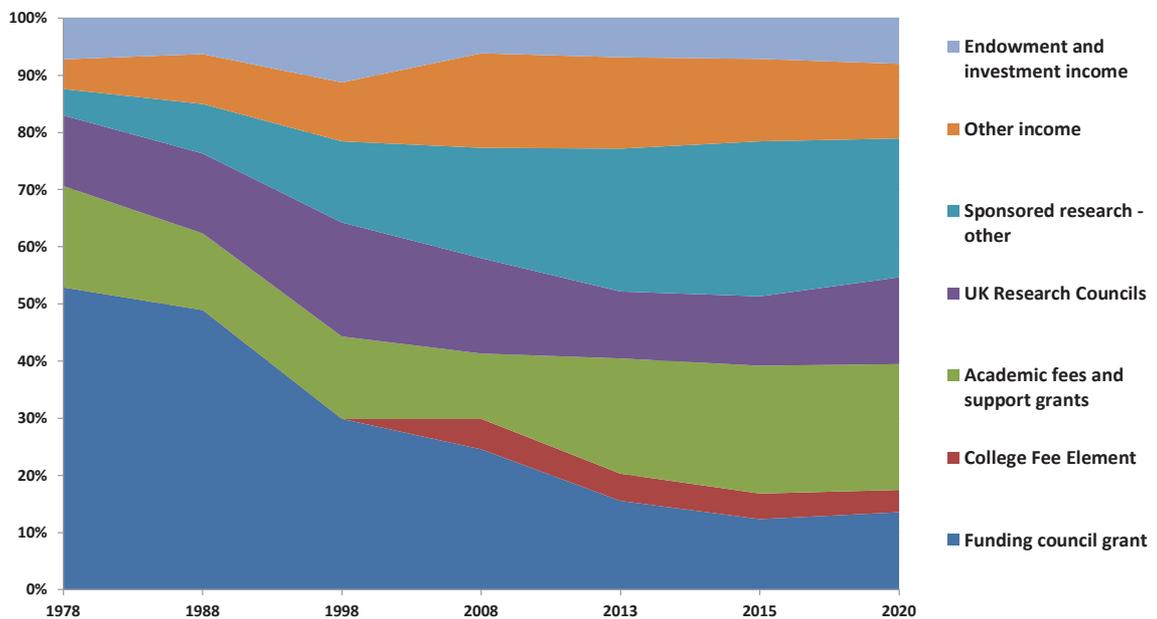


Chest income is unrestricted general income to the University (principally from Research England and the Office for Students, student fees and endowment income), supplemented by contributions to Chest expenditure charged to ‘non-Chest’ activity (most notably a share of the ‘overhead’ element from research grant income, which is brought into the Chest to offset Chest costs incurred in support of research).

Non-Chest income is principally from research grants, trust funds and other restricted funds, specific donations and trading activity carried out by departments and institutions.

Traditionally, Chest income has supported the core recurrent expenditure of the University in teaching, basic research and stewardship. However, non-Chest activity, which for the most part is managed locally, has grown significantly over the last decade and, for some institutions, particularly science Schools, represents the majority of their total expenditure.

Total Academic University income (Chest plus non-Chest) by income source



HR Consultations: Deadline extended for responses to Mutual Respect and Grievance Policies

Further to the Notice on HR consultations taking place during Michaelmas Term 2020 (*Reporter*, 6590, 2020–21, p. 22), the deadline for responses in respect of the Mutual Respect and Grievance Policies has been extended from 6 November to **20 November 2020**. This extension is in recognition of the significant workload facing colleagues this term.

The deadline for the Redeployment Policy remains in line with its original date of **6 November 2020**, given its importance in the immediate COVID-19 recovery phase.

Please see <https://www.hr.admin.cam.ac.uk/HR-policy-consultations-michaelmas-term-202021> for full details about each initiative and how to provide comments.

NOTICES BY FACULTY BOARDS, ETC.

Annual Meetings of the Faculties

History

The Chair of the Faculty Board of History gives notice that the Annual Meeting of the Faculty will be held at 2.15 p.m. on Tuesday, 17 November 2020, on Zoom. The main item of business will be the election of two members of the Faculty Board in class (c) to serve for four calendar years from 1 January 2021, in accordance with Regulation 1 of the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, 2019, p. 615).

Nominations, confirmed by the proposer and seconder, for which the consent of the candidate must be obtained, and notice of any other business should reach Ms Liz Partridge (esp23@cam.ac.uk) at the Faculty of History, not later than 12 noon on Tuesday, 10 November 2020.

Human, Social and Political Science

The Chair of the Faculty Board of Human, Social and Political Science gives notice that the Annual Meeting of the Faculty will be held at 2 pm on Thursday, 19 November 2020, via Zoom. The main business will be the election of three members of the Faculty Board in class (c), in accordance with the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, 2019, p. 615). There is one vacancy for 2 years and two vacancies for 4 years.

Nominations, confirmed by the proposer and seconder, for which the consent of the candidate must be obtained, should reach the Secretary of the Faculty Board (Ms Marie Butcher, mab30@cam.ac.uk) no later than 12 noon on Thursday, 12 November 2020. Notice of any other business should reach the Secretary by the same date.

Asian and Middle Eastern Studies Tripos, Parts Ib and II, 2020–21

The Faculty Board of Asian and Middle Eastern Studies gives notice of the following options to be offered under Regulation 8 for Part Ib and Part II of the Asian and Middle Eastern Studies Tripos in 2020–21. The Faculty reserves the right to withdraw any course that is undersubscribed. Where specific classes are not available students will be appropriately mentored in finding alternatives.

Unless otherwise specified, all papers consist of a three-hour examination.

PART IB

MES.21 Elementary Hindi Language

This paper will consist of two parts: a written paper (70 marks) and an oral examination (30 marks). The written paper will consist of two sections: Section A will contain a text comprehension exercise in Hindi (20 marks) and a ‘fill in the blanks’ exercise to test students’ grammar (20 marks). Section B will contain a translation exercise from Hindi to English (15 marks), and a translation exercise from English to Hindi (15 marks).

The oral examination will consist of three sections. All timings are approximate and the oral examinations are recorded:

- (a) Listening and comprehension test (10 marks);
- (b) Role-play (10 marks);
- (c) Discussion on a given topic (10 marks).

Ten minutes in total will be given for Sections (b) and (c).

PART II

C.13 Literary Chinese 3

This paper will contain three sections, all of which must be attempted. Section 1 will contain one or more passages from seen texts in literary Chinese for translation into English. Candidates may be asked to comment on the texts in question. Section 2 will contain unseen texts for translation into English. Section 3 is a comprehensive reading exercise. Candidates will be asked to answer questions, in English, on one or more unseen texts. Candidates will be allowed to use copies of Chinese–Chinese dictionaries provided.

C.15 The Chinese Tradition: Chinese Art and Visual Culture

This paper will consist of ten questions of which candidates will be required to answer three.

C.16 Cultural History of Late-Imperial China

This paper will consist of ten questions of which candidates will be required to answer three.

C.17 Modern Chinese Literature

This paper will consist of two passages in Chinese for translation and comment, and six essay questions, of which two must be attempted. Candidates will be allowed to use copies of Chinese–Chinese dictionaries provided.

C.20 Contemporary Chinese Society

This paper is divided into four parts, all of which must be attempted. Part 1 and Part 2 (each carrying 15 marks) will each consist of a Chinese-language passage. Candidates will be asked to summarise the passage briefly and answer a commentary question, both in English. Part 3 and Part 4 (each carrying 35 marks) will each consist of five essay questions, of which one question must be answered. Candidates will be allowed to use copies of Chinese–Chinese dictionaries provided.

C.21 China in the International Order (Paper POL.21 of the Human, Social and Political Sciences Tripos)

Candidates should refer to the Human, Social and Political Sciences Tripos for information on the form and conduct of this examination.

J.14 Premodern Texts

The coursework that constitutes this paper's assessment will consist of two annotated translations of premodern Japanese texts, of between 3,000 and 4,500 words each in English, including notations but excluding bibliography. Two hard copies and one electronic copy (pdf) of each translation shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive by the division of Full Easter Term.

J.15 Modern Japanese Cultural History

The coursework that constitutes this paper's assessment will consist of one research essay, of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. Two hard copies and one electronic copy (pdf) of the research essay shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the division of Full Easter Term.

J.16 Topics in Premodern Japanese History

The coursework that constitutes this paper's assessment consists of one research essay of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. Two hard copies and one electronic copy (pdf) of the research essay shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the division of Full Easter Term.

J.17 Topics in Modern Japanese History

The coursework that constitutes this paper's assessment consists of one research essay, of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. Two hard copies and one electronic copy (pdf) of the research essay shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the division of Full Easter Term.

J.20 Premodern Japanese Literature and Culture

The coursework that constitutes this paper's assessment will consist of one research essay, of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. An outline plus a bibliography will be due at the beginning of Lent Term. Two hard copies and one electronic copy (pdf) of the research essay shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the division of Full Easter Term.

K.1 Modern Korean Reading and Writing

This paper tests candidates' knowledge of Korean grammar, comprehension of Korean texts and ability to produce an essay in Korean in three sections. Candidates' grammatical knowledge is tested in Section A (40 marks), their comprehension in Section B, where they are required to translate Korean passages into English (30 marks), and their ability to write an essay on a topic in Section C (30 marks).

EAS.2 The East Asian Region

This paper will contain ten essay questions, of which candidates will be required to attempt three.

MES.37 History of the Premodern Middle East

This paper will consist of eight essay questions, of which candidates will be required to answer three. All questions will carry equal marks.

MES.38 History of the Modern Middle East

This paper will consist of eight essay questions, of which candidates will be required to answer three. All questions will carry equal marks.

MES.39 Special Subject in the Premodern Middle East

This paper will consist of nine questions. Question 1 will be a series of texts and images for analysis and discussion, of which candidates must choose three. Questions 2–9 will be essay questions. Candidates will be required to answer Question 1 and two questions chosen from Questions 2–9. All questions will carry equal marks.

MES.40 Special Subject in the Contemporary Middle East: Israel: Invention of a culture

This paper is assessed by a research essay of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. A one-page topic and paper outline will be due during the first class session of Lent Term. Two hard copies and one electronic copy (pdf) of the project shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the fourth Friday of Full Easter Term.

MES.41 Comparative Semitic Linguistics

This paper will consist of eight essay questions, of which candidates will be expected to answer three. All questions will carry equal marks.

MES.42 Elementary Sanskrit

This paper will consist of four questions. Questions 1 to 3 will consist of a seen passage for translation into English (20 marks each) and grammar questions (5 marks each) on some of the forms found in the selected passage. Question 4 will consist of an unseen translation from Sanskrit into English for which a glossary will be provided (25 marks). All questions must be answered.

MES.43 Intermediate Hindi Language

This paper will consist of two parts: a written paper (70 marks) and an oral exam (30 marks). The written paper will consist of two sections: Section A will contain two passages in Hindi to be translated into English (35 marks). Section B will contain two passages in English to be translated into Hindi (35 marks).

The oral examination will consist of three sections. All timings are approximate and the oral examinations are recorded:

- (a) Listening and comprehension test (10 marks);
- (b) Role-play (10 marks);
- (c) Discussion on a given topic (10 marks).

Ten minutes in total will be given for Sections (b) and (c).

MES.44 Economy / Culture in the Middle East and Beyond

This paper is assessed by a research essay of between 6,000 and 7,500 words, including footnotes and excluding bibliography. Each student will develop the topic of the essay in consultation with the instructor. A one-page topic and paper outline will be due during the first class session of Lent Term. Two hard copies and one electronic copy (pdf) of the project shall be submitted to the Programmes Administrator in the Faculty Office so as to arrive not later than the fourth Friday of Full Easter Term.

X.9 The Jewish Tradition and Christianity: From Antiquity to Modernity (Paper C8 of the Theology, Religion and Philosophy of Religion Tripos)

Candidates should refer to the Theology, Religion and Philosophy of Religion Tripos for information on the form and conduct of this examination.

X.10 Islam II (Paper C.9 of the Theology, Religion and Philosophy of Religion Tripos)

Candidates should refer to the Theology, Religion and Philosophy of Religion Tripos for information on the form and conduct of this examination.

X.11 Judaism and Western Philosophy (Paper D2(C) of the Theology, Religion and Philosophy of Religion Tripos)

Candidates should refer to the Theology, Religion and Philosophy of Religion Tripos for information on the form and conduct of this examination.

Computer Science Tripos, 2020–21

The Faculty Board of Computer Science and Technology gives notice that, with effect from the examinations to be held in 2021, the form of the examination for the following papers for the Computer Science Tripos will be changed as follows:

Part II students who offered Paper 7 in Part Ib should offer two of the following Units of Assessment:

- Advanced Graphics and Image Processing
- Advanced Operating Systems
- Category Theory
- Cloud Computing
- Computer Systems Modelling
- Cybercrime
- Data Science: Principles and Practice
- Deep Neural Networks
- Digital Signal Processing
- Interaction with Machine Learning
- Mobile Robot Systems
- Multicore Semantics and Programming
- Natural Language Processing

The following units will not be available in 2021:

Probability and Computation
Topics in Concurrency

All other papers remain unchanged. Students are referred to the Faculty website at: <https://www.est.cam.ac.uk/teaching/exams> for further details.

History and Modern Languages Tripos, 2020–21: Variable subjects

The Faculty Board of Modern and Medieval Languages and Linguistics gives notice of the following variable subjects to be examined in Part II of the History and Modern Languages Tripos in 2020–21:

PART II

French

Fr. 7. Topics in Medieval Studies (also serves as Paper 18 of Part II of the Anglo-Saxon, Norse and Celtic Tripos and as Paper 34 of Part II of the English Tripos)

Defining the human in medieval French literature and culture.

Fr. 14. A Special Topic in French studies (A):

Theatre: theory and practice, 1600 to the present.

Fr. 15. A Special Topic in French studies (B):

The Occitan erotic and troubadour discourse.

Fr. 16. A Special Topic in French studies (C):

Colonisation, Empire, and globalisation: technologies of space in French culture since 1700. Paper Fr. 16 will be available for examination by Optional Dissertation under Regulation 27(c) only.

German

Ge. 12. A special period or subject in German literature, thought, or history (i):

History and identity in Germany, 1750 to the present.

Ge. 13. A special period or subject in German literature, thought, or history (ii):

Aspects of German-speaking Europe since 1945.

Linguistics Tripos, 2020–21: Variable subjects

The Faculty Board of Modern and Medieval Languages and Linguistics gives notice of the following variable subjects in Part II of the Linguistics Tripos in 2020–21:

PART II

Paper 17: A special subject in Linguistics

Language typology.

Paper 19: A special subject in Linguistics

This Paper is not available in 2020–21.

Modern and Medieval Languages Tripos, 2020–21: Variable subjects

The Faculty Board of Modern and Medieval Languages and Linguistics gives notice of the following variable subjects to be examined in Part II of the Modern and Medieval Languages Tripos in 2020–21:

PART II

French

Fr. 7. Topics in Medieval Studies (also serves as Paper 18 of Part II of the Anglo-Saxon, Norse and Celtic Tripos and as Paper 34 of Part II of the English Tripos)

Defining the human in medieval French literature and culture.

Fr. 14. A Special Topic in French studies (A):

Theatre: theory and practice, 1600 to the present.

Fr. 15. A Special Topic in French studies (B):

The Occitan erotic and troubadour discourse.

Fr. 16. A Special Topic in French studies (C):

Colonisation, Empire, and globalisation: technologies of space in French culture since 1700. Paper Fr. 16 will be available for examination by Optional Dissertation under Regulation 27(c) only.

German

Ge. 12. A special period or subject in German literature, thought, or history (i):

History and identity in Germany, 1750 to the present.

Ge. 13. A special period or subject in German literature, thought, or history (ii):

Aspects of German-speaking Europe since 1945.

Linguistics

Li. 17 A subject in Linguistics to be specified by the Faculty Board from time to time:

Language typology.

Physical Science (Nanoscience and Nanotechnology) for the M.Res. Degree, 2020–21

The Degree Committee for the Faculty of Physics and Chemistry gives notice that the modules available for examination in Physical Science (Nanoscience and Nanotechnology) for the degree of Master of Research in 2020–21 and the form of examination of each module shall be as follows:

NE.01	Characterisation Techniques	Core	Examination
NE.04	Nanofabrication Techniques	Core	Examination
NE.05	Nanomaterials	Core	Examination
NE.06	Nanochemistry	Core	Examination
NE.07	Physics at the Nanometre-Scale	Core	Examination
NE.08	Bionanotechnology	Core	Examination
NE.09	Nanoelectrochemistry	Optional	Examination
NE.10	Energy Harvesting	Optional	Examination
NE.11	Nano Self-Assembly	Core	Examination
Coursework	Science Communication in Media, Business and Research	Core	Coursework
Coursework	Societal and Ethical Dimensions of Micro- and Nanotechnology	Core	Coursework
Coursework	Nurturing and Managing Innovation in Science	Core	Coursework
Practicals	Practical training course	Core	Coursework
Nanointegration	Nanointegration training course	Core	Coursework
Projects	Mini-Project I (up to 3,000 words) plus Mini-Project II (up to 3,000 words) plus Midi-Project (up to 10,000 words)	Core	Written Reports, Feedback from Supervisors
Proposal	Formulation and defence of a Ph.D. project proposal	Core	Written Report, Oral Presentation, Oral Examination

The taught modules (NE.xx) are taught in the Michaelmas and Lent Terms and will be assessed by two formal written examinations in the Easter Term.

Paper 1 – The three-hour examination paper will contain two sections. Candidates will be required to answer questions from both sections:

Section A – answer any three questions. The three questions in total carry one third of the credit for the paper.

Section B – answer any two questions. Each question carries one third of the credit for the paper.

Modules examined are Characterisation Techniques (NE.01), Nanofabrication Techniques (NE.04), Nanochemistry (NE.06), Nanoelectrochemistry (NE.09), and Energy Harvesting (NE.10).

Paper 2 – The three-hour examination paper will contain two sections. Candidates will be required to answer questions from both sections:

Section A – answer any three questions. The three questions in total carry one third of the credit for the paper.

Section B – answer any two questions. Each question carries one third of the credit for the paper.

Modules examined are Nanomaterials (NE.05), Physics at the Nanometre-Scale (NE.07), Bionanotechnology (NE.08), and Nano Self-Assembly (NE.11).

Anthropocene Studies for the M.Phil. Degree, 2020–21

The Faculty Board of Earth Sciences and Geography gives notice that, with effect from the assessments held in 2020–21, the form and conduct of the examination in Anthropocene Studies for the degree of Master of Philosophy will be as follows:

Essay of 4,000 words (20%):	<i>The Anthropocene</i>
Written paper of two hours duration (30%):	<i>The Anthropocene and Interdisciplinary Concepts</i>
Dissertation (50%):	consisting of: written proposal – three pages (5%) oral presentation (5%) dissertation – 15,000 words (40%)

The written examination paper will contain no fewer than eight questions of which candidates will be required to answer two, one from each of Sections A (Interdisciplinary Concepts) and B (Anthropocene Studies). Each question carries equal weight.

Asian and Middle Eastern Studies for the M.Phil. Degree 2020–21

The Faculty Board of Asian and Middle Eastern Studies gives notice that, with effect from the examinations to be held in 2020–21, the form of examination for the following papers for the examination in Asian and Middle Eastern Studies for the degree of the Master of Philosophy will be as follows:

CM15. Chinese Art and Visual Culture

This exercise will consist of an extended essay of no more than 5,000 words in length, including footnotes, excluding bibliography, for submission to the Degree Committee Office by no later than 12 noon on the seventh day of the Full Easter Term of the year of study.

CM16. Cultural History of Late-Imperial China

This exercise will consist of an extended essay of no more than 5,000 words in length, including footnotes, excluding bibliography, for submission to the Degree Committee Office by no later than 12 noon on the seventh day of the Full Easter Term of the year of study.

JM20. Premodern Japanese Literature and Culture

This exercise will consist of an extended essay of no more than 5,000 words in length, including footnotes, excluding bibliography, for submission to the Degree Committee Office by no later than 12 noon on the seventh day of the Full Easter Term of the year of study.

Conservation Leadership for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Earth Sciences and Geography gives notice that the modules available for examination in Conservation Leadership for the degree of Master of Philosophy in 2020–21 and the form of examination of each module shall be as follows:

Compulsory modules		
<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
CL1	Conservation Leadership Problems and Practice	Exercise
CL2	Conservation Enterprise	Essay
CL3	Conservation Management	Exercise
CL4	Communicating Conservation	Exercise
CL5	Conservation Governance	Essay
CL6	Innovation for Conservation Leadership	Coursework
	Placement Report	Report and presentation

Development Studies for the M.Phil. Degree, 2020–21

The Degree Committee for the Department of Politics and International Studies gives notice that the subjects for the examination in Development Studies for the degree of Master of Philosophy in 2020–21 will be as follows:

Core Papers

Paper 1. Development Economics

This module will be examined by two essays of not more than 3,000 words and 4,000 words for this academic year only.

Paper 2. Institutions and Development

This module will be examined by two essays of not more than 3,000 words and 5,000 words for this academic year only.

Paper 4. Globalisation and Development

This module will be examined by two essays of not more than 3,000 words and 5,000 words for this academic year only.

Full Papers

Paper 15. Human Development and Education

This module will be examined by two essays of not more than 4,000 words each.

Paper 30. Justice and Development

This module will be examined by two essays of not more than 4,000 words each.

Paper 43. Political Economy of Development in Africa

This module will be examined by two essays of not more than 4,000 words each.

Paper 400. The Development of Central Asia and Caucasus

This module will be examined by two essays of not more than 5,000 words each.

Dissertation

This module will be examined by a dissertation of not more than 12,000 words.

Half Papers

Paper 13. Financial Organisation and Economic Growth

This module will be examined by an essay of not more than 4,000 words.

Paper 320. Concepts and Lineages of the Developmental State in China, East Asia and Beyond (new Half Paper)

This module will be examined by an essay of not more than 4,000 words.

Paper 330. Whither Police? Critical Questions for Global Development (new Half Paper)

This module will be examined by an essay of not more than 4,000 words.

Paper 340. Gender and Development

This module will be examined by an essay of not more than 4,000 words and participation in a bi-monthly research seminar.

Paper 360. Social Movements and Development (new Half Paper)

This module will be examined by an essay of not more than 4,000 words.

Paper 370. Natural Resources and Development

This module will be examined by an essay of not more than 4,000 words.

Paper 390. Migration and Development

This module will be examined by an essay of not more than 4,000 words.

Borrowed Papers from other M.Phil. courses

- MF2. Econometrics I (CJBS)
- OE2. Translations in/of South Asia (MSAS)
- OE3. South Asia: Development and Social Transformation (MSAS)
- 530. Capitalism and Society (CLAS)
- 545. Development and Policy (CLAS)
- S500. Development (Economics)

Holocene Climates for the M.Phil. Degree, 2020–21

The Faculty Board of Earth Sciences and Geography gives notice that, with effect from the assessments held in 2020–21, the form and conduct of the examination in Holocene Climates for the degree of Master of Philosophy will be as follows:

Essay of 4,000 words (20%):	<i>Holocene Climates</i>
Written paper of two hours duration (30%):	<i>Holocene Climates and Interdisciplinary Concepts</i>
Dissertation (50%):	consisting of: written proposal – three pages (5%) oral presentation (5%) dissertation – 15,000 words (40%)

The written examination paper will contain no fewer than eight questions of which candidates will be required to answer two, one from each of Sections A (Interdisciplinary Concepts) and C (Holocene Climates). Each question carries equal weight.

Micro- and Nanotechnology Enterprise for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Physics and Chemistry gives notice that the modules available to candidates for examination in Micro- and Nanotechnology Enterprise for the degree of Master of Philosophy in 2020–21 will be as follows:

<i>Reference</i>	<i>Name</i>	<i>Mode of assessment</i>
NE.01	Characterisation Techniques	Examination
NE.02	MEMS Design	Coursework
NE.04	Nanofabrication Techniques	Examination
NE.05	Nanomaterials	Examination
NE.06	Nanochemistry	Examination
NE.07	Physics at the Nanometre-Scale	Examination
NE.08	Bionanotechnology	Examination
NE.09	Nanoelectrochemistry	Examination
NE.10	Energy Harvesting	Examination
NE.11	Nano Self-Assembly	Examination
	Science Communication in Business	Coursework
	Science Communication in Media	Coursework
	Science Communication in Research	Coursework
	Societal and Ethical Dimensions of Micro- and Nanotechnology	Coursework
NMIS	Nurturing and Managing Innovation in Science	Coursework
	Practicals	Coursework
	Literature Survey/Patent Search	Report of up to 5,000 words
	Research/Business Project	Dissertation of up to 15,000 words

All modules assessed by examination will be examined by two three-hour examinations.

Modern South Asian Studies for the M.Phil. Degree, 2020–21

The Centre of South Asian Studies, under the aegis of the Degree Committee for the Department of Politics and International Studies, gives notice that the mandatory and optional modules available to study for the examination in Modern South Asian Studies for the degree of Master of Philosophy in 2020–21 will be as follows:

SA1 Introduction to Modern South Asia: Key Themes, Concepts and Debates (Core Course)

This module will be examined by an essay of not more than 3,000 words on a topic chosen from a list approved by the Degree Committee and a book review of not more than 2,000 words on a book chosen by the candidate within the remit of the core course.

SA2 Optional Course

This module will be examined by an essay of not more than 5,000 words on a topic under either (i), (ii) or (iii) below chosen by the candidate from a list approved by the Degree Committee:

- (i) 'Religion' in modern South Asian history, politics and culture
- (ii) Translations in/of South Asia
- (iii) South Asia: Development and Social Transformation

The Centre reserves the right to withdraw modules if there is insufficient demand or in the event of exceptional circumstances.

Scientific Computing for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Physics and Chemistry gives notice that the following papers are available for examination in Scientific Computing for the degree of Master of Philosophy in 2020–21:

Paper 1:	Electronic Structure
Paper 2:	Atomistic Modelling of Materials
Paper 3:	Introduction to Topological Materials
Paper 4:	Computational Continuum Modelling (i)
Paper 5:	Computational Continuum Modelling (ii)
Paper 6:	Advanced Continuum Modelling
Paper 7:	Introduction to Computational Multiphysics

Candidates should choose a minimum of three papers.

Paper 1 will be examined by a two-hour written examination consisting of four questions, of which candidates will be required to answer all.

Papers 2–7 will each be examined by a two-hour written examination consisting of three questions, of which candidates will be required to answer two.

At the discretion of the Course Director, students may also be able to choose options available under other Masters' Degrees offered by the Departments of the Schools of the Physical Sciences, Technology and the Biological Sciences.

REPORTS

Report of the Council recommending allocations from the Chest

The COUNCIL begs leave to report to the University as follows:

Executive Summary

1. In recognition of the exceptional circumstances of the COVID-19 pandemic, the Council agreed in June 2020 that publication of a final Allocations Report for 2020–21 would be postponed until Michaelmas Term 2020. A provisional Allocations Report was published on 24 June 2020 and its recommendations approved by Grace 10 of 29 July 2020.

2. This Report reflects work undertaken over the Long Vacation to assess the financial implications of the pandemic and agree the parameters of the University's recovery plan. It also reflects the outcome of work towards a new approach to determining a Chest budget that is calibrated by reference to actual operating costs rather than the continuation of an annual uplift to Chest allocations. The rest of this Report distinguishes, therefore, between Chest expenditure and Chest allocations.

3. In summary:

- Chest forecast operating expenditure in 2020–21 is £544.9m (£538.8m plus £6.1m of provisions for new expenditure detailed below) compared with forecast Chest income of £516.7m. This results in a forecast Chest operating deficit of £28.2m.
- Net Chest income is currently forecast to be £4m higher than in 2019–20, reflecting a modest increase in income in fees and from Research England, and from the Chest's share of overheads recovered from research grants and contracts.

However, forecast Chest expenditure in 2020–21 relative to 2019–20 increases across most Schools, institutions and central funds, and it is not yet clear whether all of the increases in Chest income are sustainable.¹

- The expenditure forecasts reflect a nationally negotiated pay freeze for 2020–21 and other pay restraint measures approved by the Council in June 2020. The pay freeze alone is estimated to have reduced overall forecast expenditure by £10.6m, of which approximately £5.2m is Chest expenditure.
- Immediate opportunities to further reduce Chest expenditure are limited by the fact that – across Schools, non-School institutions and the UAS – 85% of Chest expenditure is on staff costs. Even so, further Chest savings up to £9.3m are identified for 2020–21.² These savings are not without consequence, and include the withdrawal of equipment funding which is relied on by Schools to provide matching support for competitive equipment bids.
- Chest expenditure includes provision to meet operating costs associated with the University's COVID-19 Recovery Plan, estimated at £1.1m. Funding to take forward several larger projects within scope of the Recovery Plan will be sought via the Planning and Resources Committee's Capital and Infrastructure Fund.

¹ The forecast expenditure for 2020–21 is not directly comparable with the actual 2019–20 expenditure reported in Schedule 2 below. Unlike the 2020–21 forecast Chest expenditure, actual 2019–20 Chest expenditure does not reflect the discretionary transfer of expenditure to other sources of funds and reserves as indicated in paragraph 6 below.

² These have been defined as 'Category 1' savings, which are immediate cash savings in 2020–21 relative to the expected cost base in the University's Ten Year Model. 'Category 2' savings are from programmes to make the University more efficient, which are expected to achieve recurrent savings over the next two to three years. 'Category 3' savings would come from measures that may be needed to address a material and permanent saving requirement as a consequence of COVID-19.

- Provision is also made for a 'Priorities' budget of up to £5m, to be managed by the Planning and Resources Committee and intended to cover both emerging needs where the costs are not yet clear, and urgent and unforeseen activity arising during 2020–21.
- Over and above the additional operating expenditure, some new exceptional expenditure is unavoidable, given the ongoing COVID-19 pandemic and the probability of a chaotic end to the transition period following the UK's withdrawal from the European Union.
- These exceptional one off costs and contingencies would take the overall Chest deficit to £39.2m.
- Chest expenditure in 2020–21 can be funded, in part, by a contribution from unrestricted reserves held in Schools and institutions. In 2020–21, these reserves can contribute £17.2m towards the funding of Chest expenditure but do not represent recurrent savings to University operational cash flow.
- The capacity to use reserves, albeit as a short-term measure only, means that the **allocation of Chest funding** to Schools and institutions in 2020–21 remains at a more manageable level than it might otherwise be based on forecast expenditure.
- The proposed Chest allocation for recurrent activity in 2020–21 is £512.3m, with a further £17.1m allocated for exceptional expenditure as summarised above. This results in a Chest allocation deficit of £12.7m, as indicated in Table 1 below.
- Commitments to control expenditure will be closely monitored, principally by the Resource Management Committee. The Finance Committee has recommended a greater focus on the consequences for institutions and activities which do not achieve the agreed targets.
- The use of reserves and the immediate cash savings identified for 2020–21 are not sustainable and do not remove the need for urgent and decisive action to develop a pipeline of cost saving and income generating projects. Greater focus and momentum is generated by the University's COVID-19 Recovery Plan, which complements several projects identified by Schools and institutions through their academic visions and strategic plans.

Table 1 – summary Chest forecast for 2020–21

2020–21 Chest forecast – summary	Forecast Chest committed expenditure 2020–21	Forecast Chest cash expenditure 2020–21 (after possible Chest cash savings)	September 2020 proposed Chest allocation 2020–21 (after use of reserves and Category 1 savings)
	£m	£m	£m
Chest income	516.7	516.7	516.7
Chest expenditure			
Forecast Chest expenditure – operational	538.8	538.8	538.8
New spend identified – provisions	17.1	17.1	17.1
Possible Chest cash savings	–	(10.2)	–
Proposed use of reserves	–	–	(17.2)
Category 1 savings	–	–	(9.3)
Total Chest expenditure	555.9	545.7	–
Total Chest allocation			529.4
Chest expenditure surplus / (deficit)	(39.2)	(29.0)	
Chest allocation surplus / (deficit)			(12.7)

Background and context

Annual 'budgeting' process

4. The annual 'budgeting' process has, for over a decade, focused on the allocation of Chest funding from the central University to Schools and non-School institutions.³

5. Over time, growth in Chest allocations combined with downward pressure on sources of Chest income has resulted in a recurring Chest deficit. The PRC has taken measures to try to control the deficit by constraining the annual uplift in allocations to below cost inflation (and in particular, pay inflation) and limiting the opportunity for institutions to seek additional Chest allocation.

6. All institutions have worked hard to respond to these constraints. Some institutions have been unable to scale back activity to live within their means, spending down limited reserves and relying on soft funds to support permanent activity. Others, while still spending beyond the level of Chest allocations, have been better placed to meet increasing costs of existing activity and, on occasion, new activity through the availability of considerable unrestricted Chest and non-Chest reserves and the ability to generate non-Chest sources of income. The result, in both cases, has been to obscure the real and growing gap between budgeted and actual costs.

³ Throughout this Report, the term 'non-School institutions' is intended to be inclusive of the UAS, i.e. all institutions outside the Schools.

7. A priority for the current budgeting round has been to identify the actual Chest cost base rather than continuing to rely on historic Chest allocations that have not kept pace with changes in inflation or in levels of activity.

8. In adopting this approach, it has not been the intention to legitimise an operating cost base that has been allowed to grow beyond the funding available to meet it. It has been the intention to make more visible an existing financial problem that needs all parts of the University to contribute to its resolution.

Direction from the Finance Committee

9. The Finance Committee has directed that the Ten Year Model, encompassing both Chest and non-Chest cash flows, be introduced as a more comprehensive reference point for the total Academic University. It is not currently possible to collate a detailed non-Chest forecast for 2020–21 this early in the year, a consequence of two distinct methods of building the non-Chest forecast.⁴ The non-Chest projections for 2020–21 in this Report are a balancing figure between the total Academic University forecast in the Ten Year Model, and a ‘bottom-up’ Chest income and expenditure forecast. Presentation of the actual Chest out-turn, reconciled to the Ten Year Model through non-Chest actuals, is a new presentational development as an early stage of reconciling these differences in budgetary approach.

10. The ‘Enhanced Financial Transparency’ (EFT) project, which is part of the University’s Recovery Plan, is critical to the successful alignment and combination of Chest and non-Chest budgetary projections as related to actual financial performance, both ‘bottom-up’ and ‘top-down’. EFT will be developed, delivered and embedded over several budgetary cycles. The principal focus of this Report therefore remains on the Chest, the monitoring of which continues to be of interest to the Finance Committee and the wider University.

11. In March 2020, the Finance Committee determined that the performance of the Academic University should be no worse than the Ten Year Model’s Year 2 operational cash flow deficit (£17m). This directive was intended as a necessary step towards reducing the structural deficit and moving, over several years, towards a financially sustainable position as indicated by a modest surplus for reinvestment in capital projects and renewal of the University’s academic infrastructure. Several ‘surplus improvement’ projects had been outlined but relatively few of these had gained traction in the months leading up to the outbreak of the COVID-19 pandemic.

12. The financial impact of the COVID-19 pandemic has been immediate and significant. Although the current ‘base’ view on COVID-19 risks in 2020–21 is less grave than initially feared, and additional costs in 2019–20 have been mitigated by the deferral or avoidance of expenditure, the outlook is far from certain and the structural deficit is unresolved. The ongoing pandemic, together with further uncertainty surrounding the end of the transition period following the UK’s withdrawal from the European Union, is likely to exacerbate the pre-COVID-19 deficit, with increasing pressure on income and additional, extraordinary costs only partially offset by costs avoided during periods of lockdown and otherwise reduced University activity.

⁴ The current budgeting process for non-Chest involves reviewing the non-Chest actuals after the previous year-end results are finalised. These are used by Finance Managers to project the subsequent year’s non-Chest forecast, and planned future years. Projections for non-Chest are compiled differently across the Schools and non-School institutions, but generally involve detailed reviews and discussions with departments and institutions during Michaelmas Term, which are collated in December to form the non-Chest forecast at School or non-School institution level. The Ten Year Model looks at the total Academic University results, and projects forward based on actual run-rates and strategic level financial assumptions. The Ten Year Model incorporates known differences across the variety of non-Chest activities where they are materially significant to have an effect on the overall Academic University position.

13. The Finance Committee has accordingly directed the University to seek urgent cost-cutting measures capable of delivering approximately £20m of savings in Chest and non-Chest expenditure in 2020–21. The pay freeze for 2020–21 and other pay restraint measures approved by the Council make a significant contribution to this target as indicated above.

14. It is clear, however, that pay restraint is not a sustainable primary response to the underlying structural deficit. In addition, the University must target more sustainable measures capable of achieving a £20m recurrent improvement in the bottom line over the next two to three years via increased revenue or reduced expenditure.

Expenditure review process, summer 2020

15. The Finance Committee in July 2020 endorsed an approach to delivering a budget for 2020–21 that aimed to make the actual costs of operating more transparent, using actual expenditure in 2019–20 as a foundation to frame a review of achievable savings and inform proposed Chest allocations for 2020–21.

16. Actual Chest expenditure in 2019–20 was scrutinised during September 2020 at a series of review meetings with Schools and institutions, led by the Pro-Vice-Chancellor (Strategy and Planning) and the Director of Finance. Many of the meetings benefited from the participation of a member of Finance Committee. A meeting of the Resource Management Committee’s administered funds scrutiny group was convened to undertake an equivalent review of the centrally administered funds.

17. The aim throughout the process has been to apply the agreed approach to the budget as consistently as possible. Schools and institutions are not identical in their forecasting and management of costs, and some differences are inevitable. It will take time to resolve these as the University moves towards a new budgetary model.

18. In summary, the review process:

- Demonstrated to all Schools, institutions and other central budget holders the extent and the gravity of the financial sustainability challenge.
- Thoroughly scrutinised Chest expenditure forecasts for 2020–21, based principally on expenditure in 2019–20 (with appropriate, necessary adjustments for 2020–21) rather than historic, baseline Chest allocations.
- Identified some immediate opportunities for cost savings in 2020–21, and improved the collective understanding of the obstacles and challenges that, for the time being, prevent more radical or material recurrent cost savings.
- Sought to add impetus to existing – and identify new – proposals to control recurrent costs and / or increase income over the next several years.
- Began a discussion about the consequences of implementing more severe cuts to expenditure in the event of a material and permanent loss of income as a consequence of COVID-19.

Immediate opportunities for 'Category 1' cost savings

19. As indicated above, Chest expenditure is principally pay expenditure, and in particular expenditure on permanently established posts. Austerity measures in recent years – notably the extent to which annual increases to Chest allocations have not kept pace with annual pay awards – have substantially reduced the opportunities for Schools and institutions to go very much further without significant detriment to the University's academic potential. Other measures available to the Schools – such as holding academic posts vacant for a period before refilling, or suspending equipment funding to departments – have been in place for some time.

20. Further opportunities for Chest savings in 2020–21 are limited, reflecting the limited extent to which recurrent Chest allocation is used to meet non-pay costs. Some of the costs avoided because of COVID-19 (for example, reduced expenditure on travel and hospitality) are reflected principally in non-Chest expenditure.⁵ Schools and institutions have engaged seriously with this process, however, and have identified further savings that can realistically be achieved, again without significant detriment to the University's academic potential (for example, the Library Syndicate has cautioned against arbitrary cuts to Chest expenditure on material to support current research and education needs).

21. Total 'Category 1' savings and expenditure reductions total £9.3m across Schools, non-School institutions and central administered funds. The UAS proposal to reduce expenditure by £2.9m is split approximately equally between measures which the UAS can take without reference to others (a total of £1.45m of pay and non-pay savings across all UAS divisions), and measures which would require wider University consultation before the proposed savings can be achieved. These relate to the cessation or diminution of services which would have a wider University impact and may require committee or Regent House approval.

22. The meetings with Schools and institutions considered whether other sources of funds could provide a temporary solution in 2020–21 to reduce the immediate pressure on the Chest, while allowing time to work up more detailed, sustainable proposals for cost reduction and revenue generation. Schools have, for some time, relied on unrestricted reserves to meet commitments to provide matching funding (e.g. for equipment and doctoral training), minor building works (laboratory refurbishments etc.) and academic start-up costs; and in a number of cases to bridge the gap between Chest allocations and recurrent (pay) expenditure. Schools have nonetheless identified £2.4m of reserves which can be spent to reduce the requirement for Chest allocation in 2020–21.

23. Non-School institutions such as the Botanic Garden, the Fitzwilliam Museum and Kettle's Yard rely on trading income to supplement their Chest allocation. Their plans to manage the impact of a loss of trading income in 2020–21 would be severely disrupted by any material reduction in Chest allocations.

Centrally administered funds

24. Forecast Chest expenditure on centrally administered funds is £216.2m, and represents 40% of forecast Chest expenditure in 2020–21. A total of £78m is the estimated fee transfer to Colleges, informed by student number forecasts. The sum transferred to the Colleges is fully funded from fee income collected by the University.

A further £15m of expenditure is likewise fully funded by income, i.e. allocations are only disbursed to departments and institutions if the income is received. These include the departmental shares of Charity QR received from Research England; knowledge exchange (HEIF) funding, also from Research England and managed by the Research Policy Committee, and payments to University Partner Institutions for the supervision of graduate students.

25. Other administered funds allow the University to account centrally for certain costs that are outside of the direct operational costs of the departments and institutions that administer an activity. For the most part, administered funds represent University-wide, non-pay expenditure; significant examples include student bursaries, funding to support access and participation, and a journals coordination scheme. This segregation allows for better understanding of the factors, often external to the University, that drive increases in expenditure. Where practicable, staff costs are met through the appropriate departmental budgets (principally in the UAS) for increased transparency.

26. Forecasts for administered funds are scrutinised on behalf of the Resource Management Committee by a sub-group chaired by a Head of School (currently the Head of the School of the Physical Sciences), with members including the Pro-Vice-Chancellor (Strategy and Planning), a Council member of the RMC (currently Professor Penty) and the Registry.

27. For a number of administered funds, underspends against allocations in previous years have accumulated as reserves which are being used to reduce Chest allocations by a total of £14.8m in 2020–21. Immediate reductions in expenditure cannot be achieved to the same extent on the timetable necessary to finalise the budget for 2020–21, but expenditure will be closely scrutinised by the Resource Management Committee throughout the coming year. The administered funds scrutiny group has recommended the introduction of targets to reduce expenditure during 2020–21 and 2021–22, and a quarterly performance review by the RMC.

28. Some funds have been able to achieve an immediate reduction in expenditure. A material example is the proposed withdrawal of equipment funding to the Schools, a total of £4.5m. Schools rely on this allocation to enable match funding for competitive equipment bids and managed last year's cuts to allocations by postponing equipment expenditure or using reserves. They are now being asked to do the same again in 2020–21. This may be manageable in the very short-term, but is not a sustainable long-term measure.

29. Several administered funds forecast significant increases in expenditure, relative to actual expenditure in 2019–20. These include a £6.5m forecast increase in maintenance expenditure, driven in part by net growth in the size of the University's operational estate and a requirement to catch up on work deferred because of the COVID-19 pandemic. Expenditure on utilities is forecast to increase by £2.3m, reflecting changes in the University estate, external price inflation and unusually low expenditure in 2019–20 because of the closure of many University buildings from March 2020. Forecast expenditure on energy and carbon reduction projects is £1.9m higher than in 2019–20; this includes work deferred because of the pandemic and provision for new expenditure towards pilot projects aimed at reducing the University's use of gas for space and water heating. Provision is made

⁵ A notable exception is CUDAR, where a significant reduction in expenditure on travel is reflected in lower overall Chest expenditure.

in the administered funds for higher expenditure on examinations and assessments, reflecting the estimated additional costs of changes to the payment rates for examiners approved by the General Board.

30. A new 'Priorities' fund of up to £5m will be managed by the Planning and Resources Committee. This will allow a single, transparent approach to consider in-year funding where the need is already clear but the costs are not yet finalised or firmly defined; or for other activity that is both immediate and genuinely unforeseen, and can demonstrate an overwhelming academic and operational imperative.

Chest income for 2020–21⁶

31. An advantage of postponing the final budget until Michaelmas Term is that this Report can accurately reflect the University's recurrent funding as announced by the Office for Students and Research England.⁷ Funding received from Research England in 2019–20 was substantially higher than forecast in the 2019 Budget Report, and included 'accelerated' QR funding announced by Research England in May 2020.⁸ This is largely sustained into 2020–21, and compensates for a £1.1m reduction in OfS funding in 2020–21, reflecting an overall cut to the OfS budget.

32. Tuition fee income – informed by an initial, early cut of student numbers data – is currently estimated at £264m to the Chest. This is an increase of £8m relative to 2019–20 (but slightly lower than the previous forecast for 2020–21).

33. Although the net effect of these changes to Chest income is positive in 2020–21, it is not yet clear that they can be sustained in the medium-term. The pre-COVID structural deficit is unaltered, and neither is the objective to increase revenue and reduce costs; to be financially sustainable over time; and generate sufficient surplus to invest in the University's people, facilities and academic infrastructure.

Opportunities to increase income and reduce expenditure

34. The expenditure review process over the summer has identified an encouraging pipeline of opportunities to reduce expenditure and increase income over the next several years. Many of these are sympathetic to the principal, University-wide projects⁹ and fundamental to the academic vision and strategic priorities of Schools and institutions. Several of these locally initiated projects may be implemented relatively swiftly and thus deliver financial impact in a shorter timetable than anticipated from some of the larger programmes of work anticipated as part of the Recovery Plan. Where there is sufficient capacity for Schools and institutions to meet initial project costs from their unrestricted reserves, these projects should be given a clear mandate to proceed.

35. Some projects (for example those expected to involve staff restructuring) will need specific professional support beyond the University's 'business as usual', for which additional central expenditure will be required. Others will require strategic leadership and direction from the central bodies, for example concerning the size and shape of the academic University.

⁶ Chest income in 2020–21 is top-sliced by a total of £2.5m, reflecting additional allocations to Schools via the income incentivisation model (IIM), where those Schools have generated additional Chest income from eligible funding streams. IIM is not shown in the analysis of 2019–20 below because Chest expenditure, rather than allocations, is presented for that year.

⁷ The Office for Students follows the former HEFCE timetable of announcing allocations in March or April each year; the much larger allocation from Research England is not announced until July.

⁸ Forecast Chest income from Research England in 2019–20 was £124.1m; actual income was £137.6m.

⁹ Procurement and purchasing; reimagining professional services; space utilisation.

¹⁰ These commitments included additional funding to the University Counselling Service and for electronic library resources, and the provision of symptomatic COVID-19 testing facilities on the Department of Engineering site. Material cost savings in 2019–20 included actual expenditure on utilities, and on examinations and assessments.

Funding for recovery projects and other exceptional costs

36. During the first phase of the COVID-19 pandemic, a number of exceptional, time-sensitive commitments were made and charged to a central COVID-19 account, to be offset at the end of the 2019–20 financial year against cost savings elsewhere.¹⁰

37. Further exceptional commitments have been made during the Long Vacation, for which costs will be incurred during 2020–21. Material examples include expenditure associated with the delivery of remote and online teaching, learning and assessment and the provision of digital library services and electronic resources, and the implementation of an asymptomatic screening programme for students living in College accommodation. Total exceptional expenditure related to COVID-19 is provisionally estimated at £20m, of which £10m is assumed to be Chest expenditure.

38. Costs associated with the University's Recovery Plan are estimated at £10.5m in 2020–21. The majority of these are expected to be within scope of the Planning and Resources Committee's Capital and Infrastructure Fund, or may meet the criteria for investment from the Surplus Improvement Fund (and would therefore require a further call on unrestricted reserves). An allowance is made in the operating budget for initial costs to develop several Recovery projects, totalling £1.1m.

39. There is a probable need for exceptional expenditure in response to a chaotic end to the transition period following the UK's withdrawal from the European Union; an allowance of £1m is suggested for this purpose.

Conclusions

40. Committed Chest expenditure in 2020–21 continues significantly to exceed Chest income, notwithstanding some increases to Chest income relative to 2019–20.

41. Opportunities have been taken, across the University, to reduce expenditure and deploy other sources of funds to meet the costs of committed expenditure. These measures have reduced the requirement for Chest allocations in 2020–21 but are not sustainable beyond the short-term and do not address the underlying deficit.

42. Schools and institutions can go no further with immediate cash savings without significant detriment to the University's academic potential. There may be scope for further savings on the centrally administered funds, and this will be a priority for the Resource Management Committee during 2020–21.

43. The circumstances of the COVID-19 pandemic have given new focus to the University's pre-pandemic objective to increase revenue and reduce costs, both through the University Recovery Plan approved by the Council and a fuller pipeline of cognate projects identified by Schools and institutions. The forecast Chest deficit in 2020–21 is tolerable provided the University is able to translate that pipeline into recurrent savings and new, sustainable sources of income within the next two to three years.

Recommendations

44. The Council recommends:

I. That allocations from the Chest for the year 2020–21 be as follows:

- (a) to the Council for all purposes other than the University Education Fund: £141.4m.
- (b) to the General Board for the University Education Fund: £388m.

II. That any supplementary grants from the Office for Students and UK Research and Innovation (through Research England), which may be received for special purposes during 2020–21, be allocated by the Council, wholly or in part, either to the General Board for the University Education Fund or to any other purpose consistent with any specification made by the OfS or UKRI, and that the amounts contained in Recommendation I above be adjusted accordingly.

Schedules

Schedule 1: Forecast Chest expenditure and proposed Chest allocation for 2020–21 (p. 103);

Schedule 2: Chest and non-Chest performance, reconciled to Academic University cash flow (p. 104).

26 October 2020	STEPHEN TOOPE, <i>Vice-Chancellor</i>	DAVID GREENAWAY	BEN MARGOLIS
	MADELEINE ATKINS	JENNIFER HIRST	RICHARD PENTY
	GAENOR BAGLEY	NICHOLAS HOLMES	FREDDIE POSER
	R. CHARLES	FIONA KARET	ANDREW SANCHEZ
	SHARON FLOOD	CHRISTOPHER KELLY	JASON SCOTT-WARREN
	ANTHONY FREELING	PHILIP KNOX	MARK WORMALD
	NICHOLAS GAY	MARK LEWISOHN	JOCELYN WYBURD

NOTE OF PARTIAL DISSENT

As noted in paragraph 2, there has been a fundamental change in how the Chest allocations are determined this year. In the past there was a general uplift in allocations based on inflation (sometimes above, but more recently below), as might be argued was appropriate for a budget 85% of which is pay. School and Non-School Institutions then made the case for extra expenditure, and the Resource Management Committee (RMC) made the case for increased/reduced allocations, e.g. if the institution was in surplus/deficit according to the Resource Allocation Model (RAM). While this process was not perfect, it kept the budget more or less in balance except for major disruptions like the banking crisis. Indeed, there was a comprehensive planning procedure, and each year the changes in allocations were listed in the Allocations Report. Moreover, as long as you had access to the RAM (as did Institutions) it was possible to allocate income and expenditure down to departmental level.

This year that process has been discarded. Instead, expenditure for 2020–21 is based on expenditure for 2019–20. Hence, despite the claim to increased transparency, the usual indication of increases/decreases in allocations to institutions are largely missing and, *de facto*, if you overspent in 2019–20 you are in the money, while if you were prudent in 2019–20 you lose. I declare an interest in that the School of the Physical Sciences (SPS) was prudent, in line with the University's longstanding aim to reduce the [Chest] deficit.

At October's Council Meeting I asked which '*institutions had been unable to scale back activity to live within their means*', i.e. overspent, but was told that the answer was not available immediately, in which case (given that the institutions are unknown) surely that phrase should not have been included in the Report (although later in the meeting it was noted that the Finance Division were over budget, and are therefore one of the beneficiaries of the change). It is also claimed, in a Trumpian phrase, that '*it has not been the intention to legitimise an operating cost base that has been allowed to grow beyond the funding available to meet it*'; but *de facto* this budget does.

Further, it is claimed that a '*priority for the current budgeting round has been to identify the actual cost base rather than continuing to rely on now inaccurate historic allocations*', but '*inaccurate*' is another Trumpian expression; expenditure has exceeded allocations because of an inability of some institutions to keep to a budget, and a failure in the planning process in the University over the last 4–5 years.

The change from allocations based on rational planning to a cash budget based on the previous year has consequences, e.g. it was proposed at the Council of the School of the Physical Sciences on 22 October [2020], that the School budget should be fully spent each year, essentially instead of prudent expenditure where necessary, and the placing of any surplus in reserves for a rainy day. The likely result of the revised budgeting process is the precise opposite of the supposed aim to reduce the deficit.

At Finance Committee and the Council, the mantra that expenditure on academic matters should be protected, is belied by the fact that the example in the Report where savings have been achieved over the past few years is by '*holding academic posts vacant for a period before refilling, or suspending equipment funding to departments*'. Moreover, one of

the places where there are significant cuts this year is the [academic] equipment budget. This is somewhat ironic in that the income to the University has increased by about £15m over the March draft budget as a result of ‘accelerated’ QR funding from Research England. Indeed, compared with the March draft budget, projected Chest expenditure has also decreased by about £7.5m because of the pay freeze and the cancellation of the promotion and contribution rounds.

I have done my best, with help from the Finance Division, to try and reconcile the March draft budget (which, as was tradition, detailed extra expenditure) with the current proposals, *after allowing for the extra expenditure necessitated by the epidemic*. Despite my best efforts there is still an extra £7.5m (and possibly more) in apparently unaccounted increased expenditure. The case should be made for this. If it cannot, and bearing in mind the accelerated QR funding arising from the epidemic, the £7.5m might instead be used to lift the pay freeze and to reinstate the promotion and contribution rounds.

I was a member of the RMC for the eight years leading up to 2015; the planning rounds used to work. Rather than throwing the baby out with the bath-water, which the present cash budget essentially does, maybe the University might learn from history.

Finally, this is a Note of *Partial Dissent*, because the University needs a budget, and I am content with the overall numbers. However, I cannot support the opaque allocations to individual institutions which reward, in part, bad planning and an inability to keep to an institutional budget. Surely there has to be some accountability, or is this a rerun of North-West Cambridge where, supposedly, no-one was to blame for a predicted deficit of £450m (or thereabouts) in 2052?

23 October 2020 STEPHEN J. COWLEY

SCHEDULES

Schedule 1: Forecast Chest expenditure and proposed Chest allocation for 2020–21

Chest Expenditure 2020–21 build	Funding of projected Chest expenditure 2020–21			
	Forecast Chest committed expenditure 2020–21	Proposed use of reserves (Chest or RG&C)	Category 1	Sept 2020
			Chest savings / expenditure reduction identified or possible	proposed Chest allocation 2020–21 (after use of reserves and Category 1 savings)
£m	£m	£m	£m	
Chest income	516.7			516.7
Expenditure				
Schools				
School of Arts and Humanities	25.3	-	(0.2)	25.1
School of the Humanities and Social Sciences	43.0	(1.5)	(0.5)	41.0
School of the Physical Sciences	45.2	(0.4)	-	44.8
School of Technology	33.9	-	-	33.9
School of the Biological Sciences	39.5	(0.5)	-	39.0
School of Clinical Medicine	24.4	-	-	24.4
Total Schools	211.3	(2.4)	(0.7)	208.2
Academic Institutions and Services				
University Library and Affiliates	16.5	-	(0.2)	16.3
Fitzwilliam Museum	3.9	-	-	3.9
Hamilton Kerr Institute	0.1	-	-	0.1
Kettle's Yard	0.5	-	-	0.5
Development and Alumni Relations	10.3	-	(0.8)	9.5
Cambridge in America	3.9	-	-	3.9
Investment Office	-	-	-	-
Gift Registry	-	-	-	-
Institute of Continuing Education	0.3	-	-	0.3
University Information Services	23.5	-	-	23.5
HRH Prince Alwaleed Bin Talal Centre of Islamic Studies	-	-	-	-
Total Academic Institutions and Services	59.0	-	(1.0)	58.0
Staff and Student Services				
Careers Service	1.5	-	-	1.5
ADC Theatre	-	-	-	-
Total Staff and Student Services	1.5	-	-	1.5
Total Unified Administrative Service	50.2	-	(2.9)	47.3
			<i>Note</i>	
Administered Funds				
Teaching and research	130.4	(7.7)	(0.2)	122.4
Contingency	5.0	(1.4)	-	3.6
Human resources	3.3	(2.0)	-	1.4
Operational	5.2	-	-	5.2
Estate related	67.5	(3.2)	(4.5)	59.8
General	4.8	(0.5)	-	4.3
Total Administered Funds	216.2	(14.8)	(4.7)	196.7
Chest expenditure not picked up elsewhere	0.6	-	-	0.6
Subtotal Chest Expenditure	538.8	(17.2)	(9.3)	512.3
Proposed PRC priorities budget	5.0			5.0
Recovery Plan operating costs	1.1			1.1
Subtotal Chest Surplus / (Deficit)	(28.2)			(1.7)
Proposed Brexit costs budget	1.0	-	-	1.0
Covid commitments	10.0	-	-	10.0
Other University wide initiatives	-	-	-	-
Total Chest Expenditure	555.9	(17.2)	(9.3)	529.4
Chest Surplus / (Deficit)	(39.2)			(12.7)

Note: (£2.9m) UAS. This represents the full Category 1 savings that could be achievable in the UAS. However, £1.4m of this sum would be conditional on securing support from the University for the savings measures proposed.

Schedule 2: Chest and non-Chest performance, reconciled to Academic University cash flow

Chest and Non-Chest performance, reconciled to Academic University cash flow	2018–19			2019–20			2020–21		
	Actuals			Actuals			Forecast		
	Chest Allocations* £m	Non-Chest £m	Total £m	Chest Allocations* £m	Non-Chest £m	Total £m	Chest Expenditure** £m <i>note</i>	Non-Chest £m	Total £m
Income									
Funding body grants	149.0	6.3	155.3	163.0	6.1	169.1	158.4	(5.7)	152.7
Tuition fees and education contracts	238.9	67.2	306.1	255.8	66.9	322.7	264.1	70.5	334.6
Research grants and contracts	44.0	458.3	502.3	45.5	447.1	492.6	53.7	475.8	529.5
CUEF income and interest receivable (investment income)	24.0	63.9	87.9	25.1	74.2	99.3	21.1	83.5	104.6
Other operating income (includes donations and endowments)	21.7	107.7	129.4	20.2	102.0	122.2	18.9	111.3	130.2
Other services rendered	2.7	42.1	44.8	3.1	37.8	40.9	3.0	40.0	43.0
Total income	480.3	745.5	1,225.8	512.7	734.1	1,246.8	519.2	775.4	1,294.6
Income Incentivisation Model as allocation of increased income							(2.5)	-	(2.5)
Net income after Income Incentivisation Model							516.7	775.4	1,292.1
Expenditure									
Schools									
School of Arts and Humanities	24.5	23.3	47.8	24.5	22.5	47.0	25.3		
School of the Humanities and Social Sciences	39.9	36.6	76.5	40.4	33.4	73.8	43.0		
School of the Physical Sciences	43.9	103.4	147.3	44.2	90.3	134.5	45.2		
School of Technology	33.9	117.7	151.6	33.9	118.7	152.6	33.9		
School of the Biological Sciences	38.0	129.3	167.3	37.6	122.5	160.1	39.5		
School of Clinical Medicine	20.5	258.2	278.7	22.4	243.1	265.5	24.4		
Total Schools	200.8	668.4	869.2	203.0	630.3	833.3	211.3	690.0	901.3
Academic Institutions and Services									
University Library and Affiliates	15.9			16.0			16.5		
Fitzwilliam Museum	3.6			3.9			3.9		
Hamilton Kerr Institute	0.1			0.1			0.1		
Kettle's Yard	0.5			0.5			0.5		
Development and Alumni Relations	15.8			10.2			10.3		
Cambridge in America	-			3.9			3.9		
Investment Office	(0.0)			0.0			-		
Gift Registry	0.0			0.0			-		
Institute of Continuing Education	0.3			0.4			0.3		
University Information Services	21.8			21.8			23.5		
HRH Prince Alwaleed Bin Talal Centre of Islamic Studies	0.0			-			-		
Total Academic Institutions and Services	57.9	59.4	117.3	56.8	48.9	105.7	59.0	50.0	109.0
Staff and Student Services									
Careers Service	1.5	-	1.5	1.5	-	1.5	1.5	1.3	2.8
ADC Theatre	-	-	-	-	-	-	-	-	-
West Cambridge Catering	-	-	-	-	-	-	-	-	-
Total Staff and Student Services	1.5	-	1.5	1.5	-	1.5	1.5	1.3	2.8
Total Unified Administrative Service	45.8	29.0	74.8	47.8	42.3	90.1	50.2	14.4	64.6
Administered Funds									
Teaching and research	119.2	-	119.2	124.4	-	124.4	130.4	-	130.4
Contingency	4.4	-	4.4	2.8	-	2.8	5.0	-	5.0
Human resources	2.4	-	2.4	2.0	-	2.0	3.3	-	3.3
Operational	4.7	-	4.7	4.6	-	4.6	5.2	-	5.2
General	3.6	-	3.6	3.0	-	3.0	4.8	-	4.8
Estate related	56.0	-	56.0	55.3	-	55.3	67.5	-	67.5
Total Administered Funds	190.2	-	190.2	192.1	-	192.1	216.2	-	216.2
Chest expenditure not picked up elsewhere	(1.5)	-	(1.5)	2.2	-	2.2	0.6	-	0.6
Less 2019–20 Covid costs to date (currently in non-Chest)	-	-	-	-	(2.9)	(2.9)	-	-	-
Subtotal Expenditure	494.7	756.8	1,251.5	503.4	718.6	1,222.0	538.8	755.7	1,294.5
Proposed PRC priorities budget	-	-	-	-	-	-	5.0	-	5.0
Recovery Plan operating costs	-	-	-	-	-	-	1.1	-	1.1
Subtotal Operating Surplus / (Deficit)	(14.4)	(11.3)	(25.7)	9.3	15.5	24.8	(28.2)	19.7	(8.5)
Proposed Brexit costs budget	-	-	-	-	-	-	1.0	-	1.0
Covid commitments	-	-	-	-	2.9	2.9	10.0	10.0	20.0
Other University wide initiatives	-	-	-	-	-	-	-	-	-
Total Expenditure	494.7	756.8	1,251.5	503.4	721.5	1,224.9	555.9	765.7	1,321.6
Reconciling items to Red Book									
<i>Pension charge / (credit) in staff costs (non-cash)</i>		212.4	212.4		(134.6)	(134.6)		3.6	3.6
<i>Depreciation</i>		94.0	94.0		89.3	89.3		84.8	84.8
<i>Interest and other financing costs</i>		88.1	88.1		137.2	137.2		39.8	39.8
<i>Less included in Non-Chest expenditure</i>		(98.6)	(98.6)		(67.4)	(67.4)		(85.6)	(85.6)
Operating Surplus / (Deficit)	(14.4)	(307.2)	(321.6)	9.3	(11.9)	(2.6)	(39.2)	(32.9)	(72.1)
Adjustment for non-cash, bond and property related activity									
<i>Depreciation</i>			94.0			89.3			84.8
<i>Interest and financing costs</i>			88.1			137.1			39.8
<i>Pension charge / (credit) in staff costs (non-cash)</i>			212.4			(134.6)			3.6
<i>Rental income (non-departmental)</i>			(13.1)			(13.8)			(14.7)
<i>Donations from subsidiaries</i>			(17.8)			(3.5)			(2.2)
<i>Restricted donations not available for operational support</i>			(10.5)			(11.6)			(20.8)
<i>Central CUEF distribution and other investment income</i>			(20.5)			(24.4)			(21.8)
<i>Investment income from bond management account</i>			(9.1)			(10.7)			(8.6)
Academic University Operating Cash Flow Surplus / (Deficit)			1.9			25.2			(12.0)

Notes:

* 2018–19 and 2019–20 Chest columns show *allocations*, and exclude certain aspects of Chest *expenditure* funded by other sources including reserves.** 2020–21 shows Chest *expenditure* for 2020–21, not Chest *allocations*, which are shown in the pink column in the previous table.

OBITUARIES**Obituary Notices**

Professor JAN SAXL, M.A., Ph.D., Life Fellow and former College Lecturer of Gonville and Caius College, sometime Fellow of Downing College and of New Hall, now Murray Edwards College, Professor of Algebra Emeritus, died on 2 May 2020, aged 71 years.

Professor DAVID JOHN ELLAR, M.A., Sc.D., Life Fellow and former College Lecturer of Gonville and Caius College, Professor of Microbial Biochemistry Emeritus, died on 21 May 2020, aged 80 years.

Professor HORACE BASIL BARLOW, M.A., B.Chir., M.B., Sc.D., FRS, Fellow of Trinity College and sometime Fellow of King's College, formerly Royal Society Research Professor of Physiology, died on 5 July 2020, aged 98 years.

Dr IAN RANALD McDONALD, M.A., Sc.D., Fellow of Trinity College and sometime Lecturer in Physical Chemistry, Department of Chemistry, died on 19 July 2020, aged 82 years.

Professor LEONARD SEDGWICK SEALY, Ph.D., Life Fellow and former Senior Tutor of Gonville and Caius College, S. J. Berwin Professor of Corporate Law Emeritus, died on 4 September 2020, aged 90 years.

Professor SIMON HUGH PIPER MADDRELL, M.A., Ph.D., Sc.D., FRS, Life Fellow of Gonville and Caius College, member of St Catharine's College, Honorary Professor of Integrative Physiology Emeritus, died on 10 September 2020, aged 82 years.

Professor JOHN DAVID BARROW, FRS, Fellow of Clare Hall, Professor of Mathematical Sciences (2001), Dirac Medallist and Templeton Prizewinner, died on 26 September 2020, aged 67 years.

Professor CHRISTOPHER ABELL, M.A., Ph.D., FRS, FRSC, FMedSci, Todd-Hamied Fellow of Christ's College and sometime Fellow of King's College, member of St John's College, Pro-Vice-Chancellor, Professor of Biological Chemistry (2002) and formerly Director of Postdoctoral Affairs, died on 26 October 2020, aged 62 years.

GRACES**Graces submitted to the Regent House on 28 October 2020**

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, 2019, p. 105) will be deemed to have been approved at **4 p.m. on Friday, 6 November 2020**. Further information on requests for a ballot or the amendment of Graces is available to members of the Regent House on the Regent House Petitions site.[§]

1. That, on the nomination of the Council, Dr MARIA AGNETA ABREU, of Pembroke College, be appointed Deputy University Advocate with immediate effect until 30 September 2022, notwithstanding Regulation 2 of the Ordinance on the University Advocate and Deputy University Advocate (*Statutes and Ordinances*, 2019, p. 708).¹

2. That the recommendations of paragraph 7 of the First-stage Report of the Council, dated 29 July 2020, on a University of Cambridge Solar Farm at Lord's Bridge (*Reporter*, 6587, 2019–20, p. 551) be approved.²

¹ The University Advocate supports the nomination. The proposed period of appointment is slightly less than the normal two years, but matches that of the University Advocate.

² The Council thanks Professor Leslie for his remarks in support of this Report (*Reporter*, 6592, 2020–21, p. 81). The Council is submitting a Grace for the approval of the Report's recommendations.

[§] See <https://www.governance.cam.ac.uk/governance/key-bodies/RH-Senate/Pages/RH-Petitions.aspx> for details.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

COLLEGE NOTICES**Elections***Downing College*

Elected to a Fellowship in Category A from 1 October 2020:

Dr Dee Scadden, Ph.D., B.Sc., *University of Otago, New Zealand*, Ph.D., *DAR* (Biochemistry)

Elected to a Fellowship in Category B from 1 October 2020:

Mr Gavin Flynn, M.A., *Oxford*, M.B.A., *Insead*, M.Sc., *London School of Economics* (Senior Bursar)

Elected to the Williams Downing Fellowship in Economics from 1 October 2020:

Mr Michael Ashby, M.A., M.Phil., *PET* (Economics)

Elected to a Fellowship in Category A from 1 October 2020:

Dr Neda Farahi, B.Sc., *Edinburgh*, Ph.D., *NH* (Biological Sciences)

Elected to a Fellowship in Category C from 1 October 2020:

Mr William Day, B.A., *Durham*, M.A., B.C.L., *Oxford* (Law)

Elected to the Kim and Julianna Silverman Research Fellowship from 1 October 2020:

Dr Bjoern Neumann, B.Sc., M.Sc., *University of Wuerzburg, Germany*, Ph.D., *ED*

Elected to the Graham Robertson Research Fellowship from 1 October 2020:

Dr Lucy Whelan, B.A., M.St., D.Phil., *Oxford*

Vacancies

Downing College: Everitt Butterfield Research Fellowship 2021; subject: any area of the Biological Sciences related to Medicine or Clinical Sciences; tenure: three years from 1 October 2021; stipend: £30,942; closing date: 23 November 2020 at 12 noon; further details: <https://www.dow.cam.ac.uk/join-downing/academic-vacancies>

Trinity College: Six-hour College Lectureship in Pure Mathematics; tenure: five years from 1 January 2021 in the first instance; salary: £10,740; closing date: 20 November 2020; further details: <https://www.trin.cam.ac.uk/vacancies/>

Six-hour College Lectureship in Mathematics for Natural Sciences; tenure: five years from 1 October 2021 in the first instance; salary: £10,740; closing date: 20 November 2020; further details: <https://www.trin.cam.ac.uk/vacancies/>

EXTERNAL NOTICES**Oxford Notices**

Merton College: Stipendiary Lectureship in French; tenure: 1 January to 30 September 2021; salary: £10,314; closing date: 11 November 2020 at 12 noon; further details: <https://www.merton.ox.ac.uk/vacancies>

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