

## **BOARD OF GOVERNORS**

## **RESOURCES COMMITTEE**

Edge Hill  
University

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Minutes of the meeting held on 15 June 2020

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### **Present**

Graeme Collinge	Independent member	Committee Chair
Helen Smallbone		Clerk to the Board
Julian Bucknall	Independent member	
John Cater	Ex-officio	Vice-Chancellor
Clive Edwards	Independent member	Chair of the Board

### **Officers in attendance**

Carl Gibson	Director of Finance
Steve Igoe	Deputy Vice-Chancellor

### **Observers**

Clive Elliott	Independent member
Joanne Flitcroft	Independent member
Paul Malone	Students' Union Chief Executive

### **Apologies**

Fin McNicol	Independent member
Margaret Williams	Independent member

### **RE.19.047 Declarations of Interest**

There were no Declarations of Interest.

**RE.19.048 Chair's Announcements**

The Chair opened the meeting by drawing attention to the extraordinary circumstances the Committee was operating in. That is, the country has been in lockdown since 23 March due to the impacts of coronavirus, with all non-essential movement restricted. The Committee was therefore meeting via a web-based conferencing tool, and members were advised on the protocols for engaging with remote meetings.

In view of the circumstances, the Chair advised that the Committee would focus on items of business-critical importance. The agenda had therefore been reviewed, with lower priority items deferred and some items truncated.

**RE.19.049 Chair's Action**

There was no Chair's Action to report.

**RE.19.050 Minutes of the Previous Meeting**

*Received: Document RE/015/19*

The minutes of the previous meeting were confirmed.

**RE.19.051 Action Log**

*Received: Document RE/016/19*

The Action Log was noted.

**RE.19.052 Matters Arising**

There were no matters arising that were not included elsewhere on the agenda.

**SECTION A ITEMS**

**RE.19.053 Coronavirus (COVID-19) Pandemic Update Report**

*Received: Document RE/030/19*

The Deputy Vice-Chancellor introduced the report, noting that the paper had been prepared ten days earlier and that, in light of the fast-paced environment we are operating in, there were a number of updates to provide.

*.01 Campus preparedness*

Members noted that the Campus Preparedness Group, chaired by the Deputy Vice-Chancellor, had been established to ensure the safe and smooth opening of the campus across all aspects of the University's operations. The overarching aim being to reopen the campus for teaching, within the confines of social distancing measures, by the start of term in September. The size and complexity of the campus means that reopening it is not a simple task. The work of the group is multifaceted, straddling multiple workstreams with hundreds of individual actions all formulated in one overall project plan.

The group is following a traditional approach to project management, with a central master plan, supported by underlying workstreams each with specific objectives and task lists.

Designated senior managers are responsible for individual workstreams, reporting to the Campus Preparedness Group on a weekly basis. There are strong project governance arrangements in place, with the group meeting every Wednesday. Outputs feed into a follow-up report to the Deputy Vice-Chancellor each Friday, with a full briefing considered by the Directorate team each Monday.

Overall, the project is progressing well, as evidenced in a **highlight report that will be shared with members**. The highlight report indicates that all workstreams are progressing to target aside from the workstream that includes catering, where there is an issue relating to a shortage of the material for partitioning till areas. Staff are currently sourcing material from a number of suppliers, and we have no reason to believe that this will remain an issue.

**Action: Clerk**

Turning to the detailed work of the group, the Deputy Vice-Chancellor updated members on the following items:

*Sequencing.* Priority buildings have been established and many are now ready to be re-opened (having been risk assessed and deep cleaned), though they will not necessarily be occupied at this stage. The University has however reopened its Clinical Skills and Simulation Centre (which has been used to support colleagues in the NHS), for delivery to students. This work was completed last week and has served as a useful exercise for staff to walk through the process of reopening a building for students.

*Social distancing measures.* Preparations to date have been based on enabling and ensuring a two-metre distance between people on campus. However, it is likely that the government's rules will shortly be relaxed to a one metre distance, which may come with a requirement for other mitigations to be in place such as the use of facemasks. This change would have a positive impact on the number of students we can accommodate in teaching spaces, potentially trebling the space available. The University is therefore most likely to be planning on a worst-case scenario basis at present.

*Academic planning.* The Deputy Vice-Chancellor chairs the Academic Planning Committee. The Committee has recently approved a proposal to support the University's transition to a blended learning approach for Semester One 2020/21 and, if necessary, Semester Two. In this model the University will ensure that online provision is integrated to the teaching timetable as appropriate to facilitate the delivery of sessions that would otherwise not be compatible with social distancing measures (eg large groups in lecture theatres). The University has established a baseline set of expectations for how the curriculum will be delivered in 2020/21, ensuring that all students will receive an appropriate amount of teaching and learning support in a face to face environment on campus. Thorough quality assurance processes were followed in reaching the agreement to change delivery, and significant work is ongoing to ensure students receive an outstanding learning experience in 2020/21.

*Risk Assessments.* The University takes a three-pronged approach to risk assessments:

- Centralised, campus-wide analysis
- Building level assessment (physical infrastructure)

- Localised activity (that is, how the space will be used)

A buddy system is currently in operation, whereby a member of the central Facilities Management team works with the relevant building manager to support them complete local assessments. When all checks are completed, the assessment is signed off centrally with an internal certificate issued.

In response to a question, the Deputy Vice-Chancellor confirmed he was comfortable that the combination of local and centralised risk assessments, supported by the significant work being undertaken through the Hygiene workstream, would ensure the University could be confident in bringing people back onto campus in a safe manner. Members also noted that the Deputy Vice-Chancellor had brought forward the Health and Safety Committee, which has oversight of the arrangements for the safe return of people to work on the campus; and, in accordance with statutory requirements, includes appropriate representation from the recognised unions.

*Consultation with recognised unions.* In terms of the student voice, the University is in close liaison with the Chief Executive of the Students' Union (EHSU), and the EHSU is represented on both the University's Health and Safety Committee and the Campus Preparedness Group. The University is also in contact with UCU, who represent academic staff, and the regional branch of UNISON who were seeking to nominate a local representative to liaise with the University on behalf of support and services staff.

The Deputy-Vice Chancellor next turned to a set of questions that had been submitted in advance by the Chair of Governors, which the **Clerk agreed to share with members.**

**Action: Clerk**

In response to the questions, the Deputy Vice-Chancellor reported the following:

*Student recruitment and total population.* In terms of understanding our likely intake, there are three key dates for this cycle. The first is later this week when the 'decline by default' deadline is reached, and applicants will have, in the main, confirmed their choices. The second date is results day in August, when individuals take up their place and we will start to see what the confirmed intake levels are. The third, and most fundamental set of dates are in September and early October, when applicants complete their registration and continuing students re-

enrol. While we will have data from UCAS and internal reports to guide us, until applicants and returning students complete the enrolment/re-enrolment process in the autumn, we will not have a definitive position on our student numbers.

The Deputy Vice-Chancellor noted that, while we can only make informed assumptions at this stage, the market appears to be holding up for the University. Application data is strong, and we are ahead of last year's position in terms of the number of students who have applied to the Student Loans Company, which gives assurances about applicants' commitment to go on to complete the enrolment process.

The Deputy Vice-Chancellor confirmed that a Student Number Control (SNC) had been developed by the Department for Education, and that this was intended to promote stability in the sector by preventing mass recruitment by individual providers. Members noted the details of the University's confirmed SNC and acknowledged that, overall, this was not an unreasonable figure. There is also the facility to bid for further numbers in specialist areas, which the University would do as appropriate.

*Student experience and VFM.* The Deputy Vice-Chancellor stressed the need to refrain from describing next year as a deficit model, and instead to consider the approach as an enhancement model. The University is planning to deliver in-person teaching and support on campus, with online provision as appropriate. At the time of meeting, the hospitality industry had not yet re-opened. However, this was likely to change in the coming weeks and would enable the University to offer a vibrant campus and excellent, albeit different, student experience.

*Placements and professional programmes.* Members noted the challenges associated with placements, since the University is reliant on third parties for delivery. Fortunately, the University has already been able to re-open the CSSC, which goes some way to mitigating the impacts for the Faculty of Health, Social Care and Medicine. Technological solutions are also being explored for supporting and mitigating the impacts on those students who would ordinarily undertake teaching placements in schools. It was acknowledged that some programmes, for example medical degrees, carried specific requirements for contact time and the University had less flexibility to adjust this. The University is working with the relevant regulatory bodies to ensure that we remain compliant with all course related obligations, including required contact hours and any other material aspects of the relevant rubrics.

*Residences.* It was initially assumed that there would be a significant reduction in the demand for and use of on-campus residential buildings. However, given application numbers, the strength of conversion and the availability of guidelines to safely use such spaces, the University appears likely to be able to use the majority of its residential buildings. Occupancy levels may be lower than usual, and a range of options have been considered in developing the budget (to be detailed later in the meeting). Members noted however that the overarching priority when considering the allocation of accommodation on campus was for the University to be satisfied that, in accordance with government advice, arrangements were safe and suitable. Residential income would not be a driver when finalising occupancy levels.

*Compliance with social distancing measures.* The University is currently developing guidance for students and staff regarding how we expect them to operate to ensure a safe campus. For students, this will be covered through induction, either centrally or with their departments as they start or return to their programmes.

For staff this will be through one-to-one engagement with managers, and the provision of written guidance and support materials including a comprehensive FAQ section on the webpages. Managers have also been provided with return to work guidance and information on wellbeing and support.

Any issues in relation to failure to comply with the University's guidelines will be dealt with on a case by case basis. The existing disciplinary processes for both staff and students could be invoked if considered necessary and proportionate in the circumstances.

*Collaboration.* The University is working closely with the Local Authority and following Public Health England guidance, around issues such as track and trace. We are well connected to national and international intelligence, and are supported by sector bodies such as Universities UK, and the many other representative groups, such as the Association of University Directors of Estates, who were providing specific support and guidance for the sector.

*Staff.* Current government advice is that if staff can work from home, then they should. The University therefore does not generally require staff to return to campus yet. Nevertheless, we are preparing for when that is the case. It is recognised that this has been a disruptive period

for staff, the majority of whom have made the full transition to working at home, with a relatively small number furloughed during the period. To ensure good engagement as we prepare to reopen the campus, the University has developed a detailed set of staff communications on preparing to return to the workplace. There is a return to work guide for managers including a guide to supporting wellbeing. We also have a return to work checklist and employee FAQs. These will all be posted on the staff wellbeing wiki pages. The University is also complying with the statutory responsibility to work with the recognised unions in terms of consultation with them about the return to a safe workplace.

It is recognised that some individuals may be in a vulnerable group. Risk Assessments will therefore be undertaken by line managers and mitigations put in place on an individual basis. Particular attention is also being given to ensuring that the workplace is safe and that appropriate measures are undertaken for each role, for example revised Standard Operating Procedures have been developed for domestic services staff, and all workspaces will be reviewed to ensure that appropriate social distancing measures can be maintained. To ensure resilience across the workforce, the University will also be adopting an approach where staff are divided into teams to form the basis of rotational working on campus, meaning that in the event of any local outbreak, the issue would be contained to a portion of staff. The University will also ensure we comply with any guidance on other mitigating actions, for example the use of facemasks where appropriate.

In terms of supporting mental health, there is a significant programme of support for both staff and students through the University's Wellbeing for All strategy. This includes online support through the Big White Wall, counselling services and through one- to-one risk assessments. We also have guidance for health and mental wellbeing which is about to be released through HR channels.

*Car parking.* Given the University's work to manage the amount of people on campus at any given point, pressure on car parking should be relieved. Considerable work is being undertaken to control car parking arrangements, including exploring the potential for permits which guarantee a place for students during the teaching time prioritised for them on campus. This would mean that students have certainty about parking arrangements for the days they are scheduled to be on campus.

The Chair of Governors thanked the Deputy Vice-Chancellor for the thorough response.

A discussion then ensued about the University's regulatory and statutory responsibilities, and the Board's direct role in receiving and testing, and providing the relevant assurances for Health and Safety matters. Members noted that this is a highly unusual time in that operational matters (eg undertaking individual risk assessments) had attracted significant attention from governors since the impact of any failure in these circumstances was potentially very significant.

The Deputy Vice-Chancellor referred members to the work of the Health and Safety Committee, and detailed its role in relation to ensuring compliance with health and safety legislation.

Members noted that they receive regular updates from the Health and Safety Committee, and that Resources Committee retains good oversight of arrangements. Members expressed confidence that systems are in place to ensure the University's risks are assessed, and that sensible control measures are established and maintained. Members did however express a heightened alertness to the individual risks presented by the current circumstances.

It was noted that careful balance will be required to ensure the Board remains cognisant of the strategic nature of its role, and its oversight function, while also ensuring that members are duly diligent in their role as a governor, and trustee. **The Clerk agreed to prepare a briefing for all governors in advance of the next Board meeting so that governors had written confirmation on the precise expectations of governors in the context of these highly unusual circumstances.**

**Action: Clerk**

In further discussion members noted the fluidity of the position and recognised that the Board meeting on 13 July would not be a cut off point for business this academic year. In considering the merits of recommending an additional meeting in August, it was noted that there was no fixed point before September when there would be a definitive position and that instead governors should be assured by the ongoing arrangements in place to keep governors updated on key strategic decisions and progress; and that governors had the facility to raise any concerns to the Clerk and Chair of Governors if they became concerned about any activity.

In bringing this aspect of debate to a close, the Chair confirmed that the Committee was reassured by the update and thanked the Deputy Vice-Chancellor for the comprehensive report.

*.02 Financial outturn 2019/20*

The Deputy Vice-Chancellor updated the Committee on the University's re-forecast outturn for the current year.

He indicated that there is still uncertainty within some cost centres and income streams, and this will be discussed in detail with budget holders over the next three weeks as staff prepare for year end. However, notwithstanding some uncertainty, all indicators suggest that overall there is the potential for the University to meet its budget this year – and in doing so achieve close to the projected operating surplus of £6.724m. The latest reforecast indicates a core operating surplus of £5.789m, which is incredibly positive since the University has absorbed a loss of £3.5m resulting from reduced residential income. Reforecast consolidated cash flow estimates for year end, as of last Friday, are also very encouraging and indicate the University will be close to £46.4m, compared with an original expectation of £47.4m.

In response to a question about how the University was able to meet the budget despite a significant deficit in residential income, the Director of Finance confirmed that once the probability of lockdown was apparent, the University immediately worked to ensure the maximum additional saving possible without causing detriment to the organisation. Individual budgets were reviewed centrally, with potential savings identified by considering the cumulative spend at the end of March and comparing that with the full year budget - with a view to assessing where savings could be achieved. Budget holders were then notified of expected reductions against account codes going forward, and were given the opportunity to make representations if the deductions were not deliverable. In the main, reductions flow from the impacts of lockdown on activity, for example expenditure on staff training and development, travel and subsistence and educational visits. Spend has also been very tightly controlled from the centre, with the Finance team reviewing every single order processed through the central system, and making challenges where appropriate.

Notwithstanding the strong central control, engagement from budget holders has been excellent. Budget holders clearly understand the operating environment, and recognise the absolute imperative for the

University to strictly manage its costs. The healthy outturn anticipated for year-end will be the result of a combination of central systems and processes, and local budget holders diligently fulfilling their responsibilities.

In terms of income, student retention levels are strong and there has been no deterioration in credit control activity.

The Chair commented on the impressive work to manage costs, and was pleased to note that this had not been to the detriment of activity.

The Chair thanked the Deputy Vice-Chancellor for the comprehensive update which had provided significant assurance to the Committee.

The Coronavirus (COVID-19) Pandemic Update report was received.

**RE.19.054 Edge Hill University and its Subsidiaries:  
Operating Budget 2020/21**

*Received: Document RE/031/19*

The Deputy Vice-Chancellor introduced the budget, reminding members that, in view of the circumstances, the approach had already been considered by all governors at the last Board meeting. He highlighted that:

- The strategy for preparing the budget outlined to the Board in May, had been maintained. That is, the University had started from a business as usual perspective, then stress-tested the budget to explore the impact of a range of eventualities.
- As discussed earlier in the meeting, the University does not yet have absolute certainty about tuition fee and residential income, which together form the majority of the University's income. Given this, a range of outcomes has been considered, including extreme impacts of the pandemic on recruitment, retention and residential accommodation. Having completed this exercise, the University has presented a budget which assumes a breakeven position for 2020/21. However, referring to the detail in the accompanying documentation (P17), the Deputy Vice-Chancellor stressed that an understanding of the sensitivity analysis would be critical. The University is dealing with unprecedented uncertainty, and upside and downside

sensitivities are significant. In terms of upside, an optimistic prediction would be for the University to assume c.£12m surplus. Turning to the downside, a pessimistic view could see a £12m+ deficit.

- Importantly members noted that, in view of the University's cash reserves, even in the worst-case scenario envisaged, the University would still have sufficient cash to survive without recourse to external debt financing.
- The Deputy Vice-Chancellor advised members that, while the budget clearly outlines the range of possibilities, he was becoming more confident about a positive 2020/21 outturn. While it was prudent to recognise the potential downside, he highlighted that student applications and conversion rates, improved student retention, and the likelihood of significant use of the residential accommodation all pointed towards an optimistic outlook for 2020/21. He stressed however, that it was very early to make such an assumption and the University would continue to be cautious and assume a breakeven position.
- The three main areas where assumptions have been made that are material when analysing the breakeven and pessimistic projections are; intake, residential activity and staff costs. In respect of these key areas, members noted;
  - *Intake.* Despite some cautious assumptions in the budget, application data remains strong and there is potential upside if the University converts applications as well as it has in recent years. The University has a diverse portfolio, with three distinct faculties, which offers some further protection; especially since two of the three faculties deliver professional courses which have an important value to the public. The University benefits from having negligible international activities. This means we are not dealing with the same scale of issues as those institutions with significant international activity, though it is recognised that competitor practices may be more aggressive this year.
  - *Residential income.* The University has considered the scenario where there is no activity in Semester One and just 50% in the early part of Semester Two, and this is

factored into the budget. However, it now seems likely that there will be a substantial number of residential rooms occupied throughout 2020/21 and there is significant upside here.

- *Staff costs.* The University has worked hard to manage staff costs very tightly, which is evident in the reduction of 4% in staff costs, which is a real term reduction of 7% year on year. All requests for new posts are signed off personally by the Deputy Vice-Chancellor and the Vice-Chancellor, and only posts which are absolutely necessary will be approved.

In response to members questions, the following points were noted:

- *Staff engagement.* In ordinary circumstances, the budget presented would be considered to have been based on draconian assumptions. However, in view of the Pandemic budget holders recognise the requirement to plan in a way which protects the University for all eventualities, and there has been excellent engagement in the process. The process is a collaborative one, based on ongoing dialogue with budget holders, and the University will always seek to ensure that resources follow activity. If the University improves student numbers, then resource requirements may be adjusted in the Q1 review period.
- *Staffing levels.* While some divestment has been factored into the budget as appropriate, the University must ensure there is adequate support in place to deliver high-quality teaching and learning and student support. The University will require clarity on student numbers, which will only be available in October 2020, before making any further decisions about investment or divestment.
- *COVID-19 spend.* There are additional costs in dealing with COVID-19, for example the cost of hand sanitiser. These are not specifically highlighted in the budget but are being captured in the relevant lines.
- *Disaster management.* While the University has in many respects already dealt with a disaster, it was recognised that the

University was able to manage the financial implications of the current lockdown as, along with swift and excellent financial management, the University's major source of income in 2019/20 (student tuition fees) has been largely unaffected since the University has been able to continue to deliver teaching and learning support online. Looking towards 2020/21, it was noted that a second spike of the disease could be catastrophic if it were to occur early in the academic year and lead to a significant number of deferrals or withdrawals. While recognising that the nature of COVID-19 means that little can be guaranteed in terms of its impacts, members were reassured by the evidence which suggests that the first-year demographic group remain keen to go on to university and have a normal experience. Further, the University's student retention data is strong – with excellent work on the University's part to ensure that a high-quality experience will be provided in 2020/21.

The University is being advised by Public Health England and will work closely with Lancashire County Council in terms of initiatives such as test and trace, and how we will manage any potential issues on campus. Public Health England has indicated that their approach to managing any second spike would be localised; meaning that even if a case were to impact on the University, the issue would be dealt with through local containment rather than any widescale closure of the general premises.

Referring back to the stress testing this budget could withstand, members noted the excellent way in which the University's finances have been managed in preceding years, and how the University's reserves would provide a significant buffer in a worst-case scenario.

In bringing the item to a close, the Chair commended the senior team for their work to produce a budget that could give as comprehensive a view as possible to the predictions for 2020/21. Members noted that the position was fraught with uncertainty, and would only become clear closer to the start of term. They noted however the reassurances about student intake, retention and budget control. They were confident in the logic applied to develop the budget, and satisfied that the projections were grounded in reliable foundation data and robust and logical stress tests.

The Chair thanked the Deputy Vice-Chancellor, Director of Finance and Finance team for their work, and - with unanimous agreement from the Committee - **recommended the budget for approval by the Board.**

**Action: Deputy Vice-Chancellor**

**RE.19.055 Students' Union Budget 2020/21**

*Received: Document RE/032/19*

The Chief Executive of Edge Hill Students' Union introduced the 2020/21 budget noting that it was presented for information only.

He highlighted that, having listened to the Deputy Vice-Chancellor's commentary on the University's budget, the SU narrative follows many of the same principles. The predominant feature being the current uncertainty and challenges associated with planning and projections for 2020/21.

In terms of the budget presented, members noted that this was likely to be a worst-case scenario since the budget was prepared when there was less confidence about the potential for on-campus activity from September-December 2020. The revenue associated with on-campus commercial activity, particularly the student bar, is significant for the SU and, if the position doesn't improve, a deficit of up to c.£294,000 was anticipated. However, in view of the work of the Campus Preparedness Group, it is likely that the SU's financial position will improve given the increased likelihood of commercial activity.

The SU will seek to take appropriate actions to mitigate the potential for a significant deficit, and weekly budget monitoring meetings are scheduled. The firm aim is to re-establish the full suite of commercial services as quickly as possible in order to resume a level close to normal business. However, the level of reserves has been increased to £300,000 to support the organisation in the event these reserves become necessary.

Notwithstanding a growing sense of optimism, EHSU is anticipating a challenging year. Strong budget control prior to lockdown means the organisation entered lockdown in a relatively healthy position, though the impacts of lockdown have been significant. Looking toward 2020/21, there will be tight control on spend – and at present all capital spend is on hold, and a freeze on staff recruitment is in place.

In respect of the block grant, the Chief Executive has been in close liaison with the University and has a good sense of what the block grant is likely to be. This funding will be critical this year, and the SU is grateful for the University's continued commitment to the Students' Union, and to working in cooperation with Students' Union staff.

Despite the challenges and uncertainty, the Chief Executive reported positively that the SU had responded with innovation, and had restructured commercial activity in a way that may bring long-term benefits. For example, 'click and collect' services and affiliation with delivery organisations such as Just Eat.

In closing his presentation, the Chief Executive outlined that his aim was to provide the Committee with a high level of confidence regarding the SU's approach to financial management, and assurances about the organisation's financial sustainability, including the proportionately high level of reserves available.

In discussion the following points were noted:

*Staffing.* The furlough scheme has been used by the SU as an essential mechanism to retain jobs during the period. In view of the circumstances, there is a freeze on staffing, though provision has been made for a proposed new post to be reviewed in February 2021 once the position is clearer. In response, members advised caution around committing to any further permanent posts, which was noted.

The Chief Executive referred to the significant improvements in the SU's commercial activity (and therefore budgets) over the past two years. He attributed this to excellent staff who he was grateful to retain in light of the Coronavirus Job Retention Scheme.

The Chief Executive recognised that this will be a challenging budget for the SU to deliver, but reassured the Committee that he and his team were resilient and enthused to deal with the challenges ahead.

In closing the item, the Chair thanked the Chief Executive for the comprehensive update, and wished him and his colleagues well in these difficult circumstances.

The Students' Union Operating Budget 2020/21 was noted.

**RE.19.056 Employment Issues**

The Deputy-Vice Chancellor confirmed there was no significant information to report relating to contracted employees. A handful of cases were ongoing through tribunal, though given delays in the system, most will run through to 2021 and there was therefore nothing of significance to report.

The pandemic has resulted in a small number of individuals challenging the University. These are individuals who did not hold a contract of employment with the University but who had anticipated, prior to lockdown, some temporary work during the period. This mainly relates to associate tutors who, for example, may have been asked to visit schools to observe placements, which then became unnecessary. The University fully explored the furlough scheme, and consulted with our lawyers, but regrettably we are unable to offer these individuals ongoing payments or employment during the period.

The verbal report on Employment Issues was received.

<b>SECTION B ITEMS</b>
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**RE.19.057 Any Other Business**

A governor took this opportunity to enquire how the Executive team were coping in these unprecedented and very challenging times. It was recognised that the Executive team is normally asked to confirm how they are supporting others, and the Committee does not routinely enquire about their wellbeing or support requirements. The sentiment was shared by all members.

The Vice-Chancellor acknowledged the incredibly challenging circumstances, and the very significant working hours for some senior colleagues. He was however pleased to report that the senior team were doing a stunning job, and that he believed they were all demonstrating resilience and coping well. He expressed confidence that colleagues saw this as a challenge to rise to, and that the team was deeply committed to supporting the University in dealing with these challenges effectively.

The Vice-Chancellor noted that it would be good for morale to get people together once that is possible. But in broad terms he felt people were doing an excellent job with a high level of commitment, while positively managing their own health and wellbeing.

The Vice-Chancellor expressed his appreciation for the Committee's support.

The Chair closed the meeting by congratulating the senior team for their remarkable achievement, and conveying sincere thanks to them all.

<b>SECTION C ITEMS</b>
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**RE.19.058 Date and Time of Next Meeting**

The next meeting will be held on 12 October 2020.

**RE.19.059 Minutes of the Teaching Staff Consultative and Negotiating Committee dated 17 January 2020**

*Received: Document RE/026/19*

The minutes were received.

**RE.19.060 Minutes of the Support Staff Consultative and Negotiation Committee dated: 17 January 2020**

*Received: Document RE/027/19*

The minutes were received.