

UNIVERSITY COUNCIL

Thursday, 2 July 2020

MINUTES

Author:	Alison Jones, University Secretary, 3 July 2020
Present:	Jonathan Thornton (Chair), Adetayo Opankunle, Bernard Ainsworth, Robert Cox, Professor Bob Cryan, Mr Rhys Davies, Mark Fisher, Professor Jill Johnes, Virginia Lloyd, Tonya Magennis, Baroness Kathryn Pinnock, Richard Quayle, Helen Thomson, Professor Isobel Pollock-Hulf, Professor Tim Thornton
In attendance:	Professor Andrew Ball, Jenny Grainger, Emmanuel Haruna, Alison Jones, Andrew McConnell, Siobhan Moss, Tracey Taylor
Apologies:	There were no apologies.

PRELIMINARY ITEMS

PAPER REF

The Chair welcomed the new Students' Union (HSU) President to his first Council meeting. Members of the University Executive were also welcomed to the meeting.

1. DECLARATIONS OF INTEREST

1.1 There were no declarations of interest.

2. MINUTES

2.1 **Resolved:** that the minutes and confidential supplement of the meeting held on 19 March 2020 be accepted as a correct record. UC_2020_07_02_P2

3. MATTERS ARISING

3.1 There were no matters arising.

4. CHAIR'S BUSINESS

4.1 Council resolved to **approve** the appointment of Mr Delroy Beverley as an external Council member, and a member of the Estates and Finance Committee, for an initial term of three years with effect from 1 August 2020, noting the unanimous recommendation from the Governance and Membership Committee. It was also noted that the appointment had cognisance of the Council members' skills matrix and would assist in achieving Council's targets around increasing diversity of membership. UC_2020_07_02_P4

5. VICE-CHANCELLOR'S BUSINESS

5.1 The Vice-Chancellor updated members on a wide range of University news, including:

- The sad news that Dame Ingrid Roscoe, who had been a staunch supporter of the University for many years, and former member of Council, had recently passed away. The Vice-Chancellor proposed to hold a memorial event on campus once circumstances allowed.

- Over 400 final-year and second-year students from the University's Departments of Nursing and Midwifery and Allied Health Professions had been called into action to help the NHS battle Covid-19. Head of Department, Professor Barry Tolchard, together with colleagues, had been working closely with NHS Trusts to ensure that Huddersfield students were best deployed around the region.
- At the Government's request, the School of Applied Sciences agreed to the loan of a ThermoFisher 7500-Fast PCR machine to assist with the target of carrying out 100,000 Covid-19 tests every day.
- 3D printing facilities at the 3M BIC have produced a stream of parts for devices that will shield vital workers during the Covid-19 pandemic. The four Ultimaker machines are dedicated to the production of head and chin restraints that will be fitted to shields designed to protect wearers against transmission of the virus.
- Professor Karen Ousey, Director of the University's Institute of Skin Integrity and Infection Prevention, was part of a team that conducted detailed research into the pressure damage that can be caused by a wide range of medical devices, including face masks. The findings and recommendations were published in the Journal of Wound Care.
- The University has donated substantial stocks of personal protective equipment (including 18,000 pairs of blue gloves, 150 pairs of glasses and 150 face masks plus 20,000 waste bags) to the Huddersfield Royal Infirmary to help the hospital's frontline staff fight the coronavirus.
- Companies in the Leeds City Region that can manufacture vital products, such as hand sanitisers, face masks, scrubs and visors, have been collaborating with a Supply Chain Programme at the University to ensure they play the most effective role possible in combatting the coronavirus outbreak. The programme's goal is to help SMEs establish connections with larger companies, so that their products penetrate the supply chain more effectively.
- Pharmacy experts at the University have urged caution over claims that widely available antimalarial drugs could prevent and cure Covid-19, stating that the medicines could if used rashly have serious side effects. They were co-authors – in collaboration with a pharmacist from Malaysia, Chia Siang Kow, of the International Medical University in Kuala Lumpur – of an article in the British Journal of Pharmacy which is freely available for all to read online.
- Government Minister, Simon Clarke, commended the 3MBIC on his recent tour of the Centre. As part of the visit, the Minister toured the Centre's Innovation Avenue, which houses technology available to businesses for product design, prototyping, 3D printing, and product verification. The Minister also met the Northern Hub of the National Physical Laboratory (NPL), which is based in the Innovation Centre, tenants Ionix Advanced Technologies and Innovate Orthopaedics, as well as representatives from the University's Supply Chain Programme.
- The 3M BIC is gearing up for expansion as the coronavirus eases. Sue Cooke, CEO of the Centre, has a business plan in place that will help revive the local economy and provide a bounce-back platform for businesses to grow in the wake of the pandemic. Having just marked her first year as CEO, Sue Cooke believes the flexibility displayed by businesses, as they coped with the crisis, is a positive sign for the future and praised the rapid shifts of gear made by firms as they moved into areas such as the production of items including personal protective equipment and hand sanitiser.
- The visit by the Countess of Wessex to meet first-year optometry students working in the University's new facility and officially open the University's new Joseph Priestley Building unfortunately had to be postponed due to Covid-19.

- A new course at the University focusing on urgent and emergency care systems will help ensure that NHS resources are used as efficiently and effectively as possible. The innovative Urgent and Emergency Care Nursing Associate Apprenticeship has earned major funding from Health Education England (HEE), enabling the course to be launched at the start of 2021.
- Funding of £250,000 from the Office for Students (OfS) and Research England has been awarded to the University's student interdisciplinary challenge known as the ICE+ project. This two-year scheme will mean that hundreds of University of Huddersfield students will have the opportunity to develop their enterprise and innovation skills, raising their levels of employability in established companies or equipping them to start up their own enterprises.
- Professor Antoniou has harnessed Artificial Intelligence (AI) to help speed up the process of ADHD diagnosis in adults. The technology could result in major cost savings for the NHS and Grow MedTech, a major UK programme providing specialist support for innovation in medical technologies, has provided backing that will enable Professor Antoniou and his collaborators to explore the commercialisation of the product.
- Professors Andrew Ball and Fengshou Gu have now co-supervised 100 successful doctoral degree candidates, a major and rare milestone. The gold standard qualifications gained have enabled the 100-plus former research students to build successful careers around the world.
- New figures from the Higher Education Statistics Agency show that the University's staff are among the best qualified in the UK, with almost all of them now holding doctorates and other higher degrees; of the University's 925 lecturers, 685 (74.05 per cent) hold doctorates. A further 210 staff have other higher degrees, meaning that the percentage of lecturers with extra academic qualifications is now approaching 97% – the highest in the country.

6. UNIVERSITY SECRETARY'S BUSINESS

6.1 The University Secretary presented an update on matters relating to the general governance of the University, key aspects of which included:

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- the 'business as usual' governance arrangements during the pandemic including the normal Scheme of Delegation and decision-making activities;
- the forthcoming internal effectiveness review which would be conducted via a short form questionnaire to include additional questions around the adequacy of the current virtual meeting arrangements;
- an update on activities relating to the OfS, particularly the temporary relaxation of the standard regulatory reporting requirements, the University's response the OfS consultation on unconditional offers, compliance with the Competition and Markets Authority (CMA) guidance on the need for universities to consult students on changes proposed to teaching, learning and assessment arrangements as a result of Covid-19;
- the positive outcome of the University's Prevent Duty submission; and
- the recent publication of the revised CUC Audit Code of Practice which had been circulated to members of Audit Committee and the delayed publication of the new HE Code of Governance.

6.2 Members considered and **approved** a proposal to publish University Council open minutes (once confirmed by Council and suitably redacted to protect the University's legitimate interests) with effect from the 2019/20

academic year. It was noted that the proposal, which was recommended by the Governance and Membership Committee and supported by the University's Information Governance Group and Senior Leadership Team (SLT), arose from a recent audit of compliance against the Information Commissioner's Office (ICO) model publication scheme for HEIs, and was underpinned by sector research on the publication of Council/committee minutes.

- 6.3** The University Secretary reported that the HSU proposal to change the charitable status of the HSU had been delayed until the next academic year, pending approval from the Department of Education.

COVID-19 RESPONSE

7. PLANNING FOR TEACHING AND LEARNING ACTIVITY

- 7.1** The Vice-Chancellor expressed his appreciation to University staff and students on the way they had responded to the challenges presented by Covid-19. It was noted that 97.5% of students had progressed compared with last year and that the vast majority of those who had yet to progress were subject to extenuating circumstances which would be addressed over the summer.
- 7.2** Council received a detailed briefing on work in preparation for the 2020/21 academic year led by the Teaching and Learning 2020 Task and Finish Group, particularly:
- the overriding principle to deliver as much face-to-face teaching as practicably, and as safely, as possible;
 - the twelve individual workstreams reporting into the Task and Finish Group including;
 - pedagogy and the dissemination of good practice in assessment and differential attainment;
 - training for teaching staff; the development of the Moving Your Module Online (MYMO) course and other digital resources supported by training courses and one to one assistance on virtual tools;
 - the implementation of Microsoft Teams as the main interaction tool;
 - support for students such as onboarding training in the virtual environment, digital scholarships, work to mitigate any adverse impact on disadvantaged students, accessibility considerations and online induction;
 - communications including live FAQs;
 - general logistics and building recommissioning; in response to a member's query, it was noted that staff would return to campus on a phased basis dependent on need and campus capacity;
 - the timetabling of both on-line and face-to-face sessions;
 - international factors particularly accommodation and quarantine arrangements; and
 - the maintenance of statutory and regulatory frameworks and quality and standards.
- 7.3** The likelihood of the University retaining some of its virtual practices was discussed; the Pro Vice-Chancellor for Teaching and Learning confirmed that the pedagogy working group was addressing this and that the University was likely to continue with many of the changes that were beneficial to staff and students such as digital assessment practices. The Deputy Vice-Chancellor highlighted that the innovative blended learning

Nursing programme, which covered the North West, North East Lincolnshire, Yorkshire and the North East, was indicative of the opportunities afforded by the recent digital transformation. Members expressed concern over the importance of social interaction as part of the student experience and noted that staff/student interaction would likely change over time, with less focus on large lecture activity in favour of more interactive discussion/seminar groups.

8. ACADEMIC QUALITY AND STANDARDS

- 8.1** Members considered a report from the Director of Registry regarding measures that had been introduced (following consultation with the HSU) to allow the University to continue to meet its obligations on academic quality and standards, whilst supporting students in these challenging times. Measures included a safety net policy to ensure no student achieved a lower classification due to Covid-19 than the outcome indicated by their performance in other years of study, a set of emergency regulations to ensure consistency and rigour in making decisions about student progression and awards, and protocols for approving and monitoring alternative assessment methods. UC_2020_07_02_P8

9. RESEARCH MATTERS

- 9.1** The Pro Vice-Chancellor for Research and Enterprise reported on the delayed timelines for both the Research Excellence Framework (REF) and Knowledge Exchange Framework (KEF). Members observed the positive projected outcome in terms of Output GPA (Grade Point Average) for virtually all Units of Assessment and that efforts were now focussed on Environment Statements and collating evidence for Impact Case Studies. It was also noted that the University Knowledge Exchange Group (UKEG) had been established to oversee all aspects of KEF reporting and delivery and reported to Senate via the University Research Committee UC_2020_07_02_P9
- 9.2** Members were appraised of the new processes for postgraduate research (PGR) students that had been introduced to mitigate the adverse impact of Covid-19, including fast-track extension/suspension requests and extensions to fee waiver scholarships and University bursaries, as appropriate. The Pro Vice-Chancellor for Research and Enterprise confirmed that examination vivas had moved entirely online and this would likely continue post Covid. Furthermore, increased contact with supervisors and their PGR students and an increase in take-up of supervisor and internal examiner training courses had been observed since the move online. With regard to research continuity planning, it was reported that the vast majority of staff within the Research and Enterprise Service were able to work from home effectively and that research activities which required access to specialist facilities on campus were gradually being reinstated subject to strategic priorities and risk assessment.

10. APPLICATIONS, ENROLMENTS AND RETENTION

- 10.1** The Deputy Vice-Chancellor briefed Council on the improved retention rates for new undergraduate HEU students which, together with encouraging student progression data, were positive indicators for students returning in September 2020. It was reported that the status of HEU undergraduate firm acceptances for the 2020/21 academic year had significantly improved since the UCAS deadline of 18 June and that University colleagues were now focussing their efforts on preparations for Clearing. UC_2020_07_02_P10

11. INTERNATIONAL RECRUITMENT

11.1 Members were reminded that 2019/20 had been a record year for international recruitment and that the University had also recruited record numbers of international students into the International Study Centre (ISC). Whilst it was reported that applications for 2020/21 were significantly ahead of this time last year, there were many obstacles to international students joining the University in September 2020 including overseas English language test and visa application centre closures, economic uncertainty, quarantine arrangements and competition from Russell Group universities. As a consequence, firm acceptances were down on last year and the Pro Vice-Chancellor for International presented a range of student number projections and income scenarios for 2020/21. The provision of additional programmes with a January 2020 start date was also noted. Members discussed potential students' concerns regarding the proportion of face-to-face versus online teaching, noting that recent HE Sector surveys indicated that this was a key deciding factor. The University's intention to deliver as much face-to-face teaching, in line with Government guidelines, was reiterated.

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12. BUDGET FOR THE YEAR ENDING 31 JULY 2021

12.1 The Director of Finance briefed Council on the University's financial KPIs benchmarked against the 2018/19 sector results which showed the University had continued to maintain its strong financial position. It was noted that the number of providers in the sector had significantly increased since 2017/18 which made for a less meaningful comparison in some areas. Members were briefed on the provisional budget assumptions including a reduction in teaching grant, the removal of tuition fee growth beyond the current year's forecast, an overall increase in the total staff and non-pay costs, provision for the expenditure related to the Estates and Digital Plans and investment in growth areas. The Director of Finance reported that a paper on a final budget would be presented to Council in November for approval, for submission to the Office for Students (OfS) in December. In response to a query on a potential reduction in tuition fees, the Vice-Chancellor confirmed the sector position that arrangements were in place to continue to deliver quality provision.

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12.2 It was noted that, whilst considerable non-pay savings had already been identified during recent discussions with Schools and Services, notwithstanding the University's position of financial strength relative to the sector, significant savings were still required. The Director of HR appraised Council on current pay award negotiations and the Voluntary Severance Scheme which had been launched on 18 June to help mitigate the current financial implications for the University.

12.3 Having reflected on various budget scenarios according to varying recruitment levels, members considered the provisional budget proposal (reviewed in detail by EFC at its meeting on 19 June) to reduce operating costs, defer non-essential capital expenditure*, which would enable the University to manage the short-term perturbation due to Covid-19 whilst supporting the longer-term strategy.* The Director of Marketing and Communications also reported that feedback from the June virtual Open Day event and new prospectus requests were positive. Members resolved to **approve** the provisional budget, subject to revisiting the matter at the November Council meeting.

Professor Jill Johnes left the meeting. Members agreed to take the following two agenda items out of order.

GROWTH AND EFFICIENCY

13. ESTATES MATTERS

13.1 Revised Capital Plan: the Acting Director of Estates and Facilities presented the revised Capital Plan 2018-2032 since its previous approval by Council in July 2019. It was highlighted that the Plan had been reassessed in light of the current external environment with a view to reducing capital expenditure in the short-term to conserve cash resources. The key changes were highlighted as follows:

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- Reprofiled spend for the 2019/20 and 2020/21 academic years, together with clarification on committed expenditure and business critical projects;
- a number of deferred capital projects, which would commence on site between January and May 2021, subject to Council approval in November 2020; and
- changes to proposed acquisitions.*

13.2 Council resolved to **approve** the revised Capital Plan, together with approval for the specific elements detailed below, as recommended by EFC.

Project	2019/20	2020/21	2021/22	Total
Queen Street Infrastructure	683	200		£883k
Barbara Hepworth Building	2,204	1,000		£3,204k
Re-model CAB/Steinitz	50	350		£400k
Re-model Queen Street Studios	2,725	975		£3,750k
Joseph Priestley Science Building	500	200	306	£1,006k
Southgate Site Acquisition		4,800		£4,800k
Sovereign Design House	1,025	50		£1,075k
Film School	50	900	49	£999k
Harold Wilson Building (re-model)	50	550		£600k
Projects deferred to Nov 2020 (shown in amber below)				
Oastler Teaching block	590	250		£840k
Re-model Science Building	50	1,700	405	£2,155k
Re-model Technology Block	300	6,600	100	£7,000k
Technology Block Façade	50	900	50	£1,000k
Campus Infrastructure	500	500	500	£1,500k
External Landscape	1,000	250	650	£1,900k
Carbon Plan	10	150	150	£310k
Refurbishment of Lockside – plant	50	900	300	£1,250k
Acquisitions	200	1,830	3,000	£4,000k
Total deferred expenditure		£13,080k		

13.3 The Acting Director of Estates and Facilities updated members on a range of capital projects, acquisitions and disposals outlined in Paper UC_2020_07_02_P17.2.*

UC_2020_07_02_P17.2

14. DIGITAL PROJECT PLAN

14.1 The Deputy Vice-Chancellor reported that, due to the reprioritisation and pausing of some projects in favour of business continuity projects in response to Covid-19, the new request for the financial year 2020/21 was for c.£2.5m which was lower than the usual annual allocation. It was noted

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that the total Plan expenditure was expected to be £5.65m including projects carried forward. Specific approval was sought for the University to progress with foundation work (cloud SIP trunking) for the telephone replacement project, prior to providing a full business case in September 2020.

- 14.2** Council resolved to **approve** the University Digital Strategy Investment Profile for 2020/21, including the foundation work for the telephone replacement project, as recommended by EFC.

Baroness Kathryn Pinnock left the meeting

INSPIRING

15. STUDENTS' UNION (HSU) REPORT

- 15.1** The outgoing SU President presented highlights from the HSU, including: UC_2020_07_02_P13
- significant progress in improving student engagement levels and the achievement of most KPIs despite the impact of Covid-19;
 - the outcome of an analysis of the number of commuter students engaging with HSU via the "Community Engagement Measure" which showed that they were underrepresented in most areas; this would be a key focus for 2020/21.
 - changes in delivery methods and new ways to engage with students during lockdown;
 - the provision of a letter to 870 students who have "created change" setting out their personalised training and development with HSU accreditation from the Kirklees Volunteering Quality Award; and
 - ongoing work with accommodation providers regarding the use of flexible contracts in the event of a second peak of Covid-19.

The Vice-Chancellor thanked the outgoing SU President and his fellow Officers for their outstanding contribution to the work of the University and HSU.

16. STUDENT PROTECTION PLAN 2020/21

- 16.1** The Deputy Vice-Chancellor presented the Student Protection Plan for 2020/21 which, whilst the overall risk position remained as per the previous year, had been enhanced to provide greater clarity on some elements of risk management and collaborative provision. Council resolved to **approve** the Plan in line with the recommendation from SLT, Audit Committee and Senate. UC_2020_07_02_P14

FINANCIAL SUSTAINABILITY

17. FINANCIAL REPORT

- 17.1** Members noted the management accounts for the period to 30 April 2020. UC_2020_07_02_P15

18. REVISED DONATIONS POLICY

- 18.1** Council considered the changes to the Donations Policy which had been made to strengthen the consideration, due diligence and approval mechanism and to clarify that the University did not normally make donations and only accepted donations from organisations as set out in its ethical investment policy. Members resolved to **approve** the revised UC_2020_07_02_P16

Policy, subject to a further amendment to include reference to the 2010 Equality Act.

GROWTH AND EFFICIENCY (CONTINUED)

19. REVISED FREEDOM OF SPEECH AND EXTERNAL SPEAKERS POLICY

- 19.1 Members considered and **approved** the revised Policy, as recommended by SLT and Senate, which had been amended to reference the University's virtual teaching, learning, meeting and event environments. UC_2020_07_02_P19

Professor Jill Johnes re-joined the meeting.

20. HUMAN RESOURCES MONITORING REPORT

- 20.1 The Director of HR presented the highlights from the annual report, noting that a revised approach would be implemented going forward due to the limited availability of benchmarking data. Key aspects included: UC_2020_07_02_P20

- an increase in permanent staffing by 3%, predominately due to replacing some staff on lower grades after the 2017 Voluntary Severance Scheme (VSS);
- a slight fall in turnover to 9.6% (from 9.8% in 2017/18);
- an increase in the overall use of fixed term contracts as a percentage of the workforce from 9.3% to 12.27%. This increase included the temporary increase of fixed term contracts due to the need for some staff to see out their teaching commitments after VSS;
- an increase in the average number of days to fill a vacancy to above the sector average due to issues with a small number of requisitions that were kept open for longer than usual due to visa issues and re-advertising.
- an increase in the average days per permanent employee lost through sickness absence to 7 from 6.22.
- under-representation of female staff at senior levels with a salary differential of 4.22%. Females earn more than their male counterparts in academic grade 7 and research grade 9 and in support grades 4, 5 and 10; and
- a reduction in the mean gender pay gap to 20.96% from 21.26% and the median gap to 16.22% from 20.96%.

In response to a member's query about the availability of a BAME and LGBTQ+ pay gap report, the Director of HR confirmed that this would fall within the Equality, Diversity and Inclusion (EDI) Committee's remit.

- 20.2 Members were briefed on the raft of wellbeing initiatives and support available to staff and the intention to issue an all staff survey to obtain feedback about health and wellbeing during lockdown.

21. HEALTH AND SAFETY REPORT

- 21.1 Council received an update on health and safety matters since the March meeting, particularly: UC_2020_07_02_P21

- the extensive work being carried out by the Health and Safety Team in relation to Covid-19;
- the review of fire safety risk management;
- arrangements for first aid requalification training and web-based health and safety awareness resource;

- the radiation protection report; and
- a summary of recent RIDDOR reportable incidents (noting that no follow up had been received from the HSE to date).

Richard Quayle left the meeting.

OTHER COUNCIL MATTERS:

22. COUNCIL AND COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP

- 22.1** The University Secretary briefed members on the general principles behind the holistic review of Council and sub-committee terms of reference, including consistency of wording and quorum rules across the piece, stronger links between the membership of Council and its committees and ensuring that business was considered by the Committee most able to give full consideration dependent on its terms of reference and membership profile. Particular attention was drawn to the proposals for Senate representation on Council which were in line with standard practice across the sector. It was noted that the University had historically worked to academic staff members on Council being members of Senate, but over time had drifted away from this. UC_2020_07_02_P22
- 22.2** Members resolved to **approve** the revised membership proposals for University Council.

Richard Quayle re-joined the meeting.

- 22.3** The University Secretary highlighted that the CUC had recently published its revised Audit Code of Practice and that the outcome of a further review of the Audit Committee Terms would be presented to the Committee at the September 2020 meeting. Concerns expressed by the Audit Committee regarding the removal of health and safety oversight from its Terms were also reported and it was noted that this was not specifically referenced in the CUC's model Terms, along with other similar legislative and compliance issues, but that these matters would be addressed via the annual cycle of Committee business. Members resolved to **approve** the revised Terms of Reference for University Council and its sub-committees.

23. REAPPOINTMENT OF THE INTERNAL AUDITORS

- 23.1** Council resolved to **approve** the appointment of UNIAC as the University's internal auditors for the 2020/21 academic year as per the Audit Committee's recommendation. UC_2020_07_02_P23

24. COMMITTEE MINUTES

- 24.1** The minutes of the following meetings were noted: UC_2020_07_02_P24

Audit Committee, 11 June 2020;
 Estates & Finance Committee, 19 June 2020;
 Governance & Membership Committee, 11 June 2020; and
 Summary of the Senate minutes, 24 June 2020.

The Chair confirmed that the Senior Staff Remuneration Advisory Committee and the Senior Post Holder Remuneration Committee had met earlier that day, reports from which would be presented to the November

2020 Council meeting.
25. UNIVERSITY SEAL

- 25.1** The application of the seal since the last meeting was noted, together with the temporary revisions to the procedures for the use of the seal in response to Covid-19, as approved by the Governance and Membership Committee. UC_2020_07_02_P25

OTHER BUSINESS/

26. ANY OTHER BUSINESS

- 26.1** Members congratulated Professor Isobel Pollock-Hulf on appearing in the list of the most Influential Women in Engineering as published by the Worshipful Company of Engineers on 23 June.
- 26.2** The Chair, on behalf of members, thanked retiring Council members, Emmanuel Haruna, Professor Jill Johnes and Richard Quayle, for their excellent service on Council.

27. AVAILABILITY OF AGENDA, PAPERS AND MINUTES

- 27.1 Resolved:** to exclude the following papers from the open version under Standing order 11.8.

Agenda item 9	Research Matters	UC_2020_07_02_P9
Agenda item 10	Applications, Enrolments and Retention	UC_2020_07_02_P10
Agenda item 11	International Recruitment	UC_2020_07_02_P11
Agenda item 12	Budget for the Year Ending 31 July 2020	UC_2020_07_02_P12
Agenda item 13	Students' Union Report	UC_2020_07_02_P13
Agenda item 15	Financial Report	UC_2020_07_02_P15
Agenda item 17	Estates Matters	UC_2020_07_02_P17.1/2
Agenda item 18	Digital Project Plan	UC_2020_07_02_P18

28. DATE, TIME AND PLACE OF NEXT MEETINGS

- Thursday 15 October 2020, 13.00 - optional briefing session; and
- Wednesday 25 November 2020 at 1300 (venues tbc).

(* = Further details in the Confidential Supplement to these minutes, excluded under Standing Order 11.8)