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**Sent:** 25 March 2020 15:00  
**Subject:** Important information for budget holders

Dear colleague,

I know it has been an incredibly challenging few weeks for many of you and I want to thank all of those people who have made heroic efforts to get our teaching online, find ways to keep supporting our students and to do their normal daily work, as much as is possible under the circumstances.

The effects of Covid-19 are having a far greater impact than we originally anticipated. We are simultaneously managing the immediate challenges of the health emergency and looking at our finances. We are certain that there will be major pressures on finances in both the immediate and the medium term. I know that we are no different to many other Universities and indeed the thousands of businesses, big and small, throughout the UK.

As I have said many times, the University is in a solid financial position. However, we will not be insulated and it is imperative that we now move to a vastly different mode of thinking and behaviour when it comes to our budgets and how we spend the University's cash. In fact, we now need to plan for significant impacts to the finances of the University if we do not take immediate action.

To provide some background, it's important that you all know that over the last six months, the University's Executive Group (UEG) along with Heads of Schools and Divisional Directors plus many supporting colleagues, had already been undertaking a comprehensive review to identify ways in which we could reduce our spend and make major savings.

This work was undertaken because we knew that we could not deliver on the much-needed investment in the student experience and in our research infrastructure, if we did not make big changes. However, this work was done before the Covid-19 pandemic had arisen, and we now know that we need to accelerate our timescales on savings and to implement a suite of new and immediate measures on expenditure.

To assist you, and to be clear about what is acceptable expenditure, Allan Spencer (Finance Director) and his colleagues have created the attached guidelines which all budget holders **must strictly adhere to**.

It is essential that we all adhere absolutely to the guidelines and if you are in any doubt about your particular area, I would strongly encourage you to speak with your Divisional Director, Head of School or relevant member of UEG (where applicable) to seek clarity.

These are times like no other in our lifetimes and I'm acutely aware of the pressures that you are under. I am confident that if we pull together we can get through this and come out stronger the other side. I'd like to thank you in advance for your support.

With best wishes

Adam Tickell