

The University of Manchester

**BOARD OF GOVERNORS**

Wednesday, 20 May 2020 (meeting held via video conference)

*Present:* Mr Edward Astle (in the Chair), President and Vice-Chancellor, Dr John Stageman (Deputy Chair), Prof Claire Alexander, Mrs Ann Barnes, Mr Gary Buxton, Mr Michael Crick, Prof Danielle George, Mr Colin Gillespie, Dr Reinmar Hager, Mr Nick Hillman, Prof Steve Jones, Mr Kwame Kwarteng (General Secretary of UMSU), Mrs Bridget Lea, Dr Neil McArthur, Mr Robin Phillips, Mr Richard Solomons, Mr Andrew Spinoza, Prof Nalin Thakkar, Dr Delia Vazquez, Mrs Alice Webb, and Ms Ros Webster(22)

*In attendance:* Ms Caroline Johnstone (Board member and Chair of Finance Committee designate), the Registrar, Secretary and Chief Operating Officer (RSCOO), the Deputy President and Deputy Vice-Chancellor, the Vice-President and Dean of Faculty of Humanities, the Interim Director of Finance, the Director of Legal Affairs and Board Secretariat (items 1-9.), the Director of Compliance and Risk (item 7), the Head of Safety Services (item 7), the Chief Executive of the Students' Union (item 10), Mr Andrew Bush, KPMG (item 4), Ms Sandra Cox, KPMG (item 4), Mr Mike Rowley, KPMG (item 4.) and the Deputy Secretary.

**1. Declarations of Interest**

**Reported:** there were no new declarations of interest.

**2. Minutes**

**Resolved:** The minutes of the meeting held on 18 March 2020 were approved as a correct record.

**3. Matters arising from the minutes**

**Noted:** an updated report on ongoing issues that had been raised at previous meetings.

**4. Briefing session on Board fiduciary and other responsibilities**

**Received:** a report from the Director of Legal Affairs and Board Secretariat on the Board's fiduciary and other regulatory responsibilities, with specific reference to finance, health and wellbeing, learning and other regulatory measures in times of challenge, with supporting materials provided by KPMG (the latter formed part of a presentation to the meeting).

**Reported:**

(1) The continued importance of ensuring compliance with underpinning regulatory requirements, including charitable obligations.

(2) Areas for the Board to focus on included:

- Ensuring options to address the challenge of Covid-19 were adequately considered
- Avoiding unsustainable short-term solutions
- Appropriately assessing impact on staff and students, and implications for regulatory responsibilities, including academic quality
- Ensuring that mitigating actions enabled flexibility, agility and pace and provided for contingency if delivery is inadequate
- Reviewing and challenging cashflow at a granular level
- Ensuring sufficient focus on strategic opportunities

(3) Areas where the Board should be seeking assurance included (in addition to core regulatory requirements):

- Management capacity and availability of skills required, and understanding key dependencies
- Programme governance and project management
- Financial sustainability and going concern
- Academic quality and standards
- Dynamic risk management and risk assurance processes
- Business continuity and cyber security
- Communications and public relations

(4) Areas where the Board might want to reflect on its operation included:

- Relevant skills and knowledge
- Oversight and impact on other key change projects
- Frequency and focus of meetings (whilst ensuring transaction of key business as usual)
- Clarity around delegation of authority and responsibilities
- Appropriate type and level of challenge and support for management
- Understanding of second line assurance in key areas would be particularly important

**Noted:**

(1) A document outlining how the University was ensuring compliance with key responsibilities and obligations would be compiled and appended to the minutes of the meeting (Appendix A).

**Action: RSCOO, Director of Legal Affairs and Board Secretariat and Deputy Secretary**

(2) The importance of comprehensive and accurate record keeping to ensure a robust audit trail of decisions in light of available options, confirming evidence based decision making.

(3) The internal auditors Uniac had confirmed that its approach to the 2020-21 internal audit plan would align with issues outlined above.

(4) The University's developing and evolving approach to its Risk Management and Board Assurance Frameworks incorporated the concept of three lines of defence.

(4) Comments about the particular importance of seeking assurance about cyber security given the current working environment.

(5) In response to a question, the University had established processes for managing conflicts of interest. Members should avoid placing themselves in a position where they have, or may have, an interest that conflicts with their duty as a Board member. Conflicts should be declared and if necessary members should take no part in discussion and/or decision on specific items of business.

(6) The comment that, whilst the frequency and detail of the information flow to the Board was commendable, it was important to ensure that the Board was able to consider and evaluate the totality of actions to mitigate the impact of the crisis and their longer term implications.

**5. Office for Students (OfS): changes to regulatory environment during Covid-19 pandemic**

**Received:**

(1) A report advising the Board of changes to the OfS regulatory regime during the pandemic.

(2) A supplementary report including a draft response to the consultation on a draft new regulatory condition on the integrity and stability of the sector.

**Reported:**

(1) The report included reference to a change in the reportable events regime, with two new narrowly defined reportable events. One of these related to short-term financial risk.

(2) Universities were now obliged to report where courses had been withdrawn and offers made for a September 2020 start; the University had reported one such example so far.

(3) The proposed new condition allowed intervention by OfS if it judged that institutions had acted in ways that undermine students' interest or threaten the stability of the sector.

(4) The University had no concerns about adherence to fair admissions principles; however, the draft condition had potentially much wider implications. The draft response outlined concerns about the proportionality and subjectivity of the approach outlined, the condition's impact on institutional autonomy, the dangerous precedent set by backdating the condition and potential unintended consequences.

**Noted:**

(1) The view of the Board that the proposed condition was disproportionate and did not reflect the more pragmatic approach to regulation adopted by the OfS in the early phases of its response to the pandemic.

(2) The University's draft reply reflected the robust draft response prepared by the Russell Group.

(3) The approach adopted by the OfS differed markedly from that adopted by regulators operating in other sectors.

(4) The condition was proposed to be in operation for a maximum of one year, with further consultation required before any extension; the Board was of the view that if implemented, the condition should be withdrawn as soon as practicable.

**Resolved:**

(1) That the University send a robust response to the consultation along the lines of the draft seen by the Board (taking the above points into account).

(2) That the Chair of the Board write separately to the Chair of the OfS, Sir Michael Barber, emphasising the Board's concerns (noting its earlier concerns about the tone of previous communications); Sir Michael was scheduled to attend the July Board meeting.

**Action: RSCOO/Deputy Secretary**

## **6. Optimising Board effectiveness during Covid-19 pandemic**

**Received:** a report summarising the approach to optimising Board effectiveness since the onset of the pandemic.

**Noted:**

(1) Notes of informal Board briefings held on 3 April, 17 April and 1 May 2020.

(2) An amendment to the notes of the 3 April 2020 meeting to confirm that the waiving of charges for University student accommodation for the remainder of the academic year applied to students who had left accommodation.

(3) Further Board briefings were scheduled for 12 June and 1 July 2020

(4) Informal meetings of committee chairs were taking place on a fortnightly basis (the first of these had taken place on 11 May 2020)

**Resolved:**

(1) To endorse decisions made by the President and Vice-Chancellor by delegated authority as outlined in the appendix to the President and Vice-Chancellor's report (item 8 below)

(2) To extend delegation of authority to the President and Vice-Chancellor for all urgent operational matters until the next Board meeting on 22 July 2020, noting the intention to route matters through relevant committees wherever possible.

**Action: RSCOO/Deputy Secretary**

## **7. Health and Safety Annual Report**

### **Received:**

- (1) A report summarising the safety performance of the University for the reporting period July 2019 – April 2020.
- (2) A verbal report from the RSCOO on measures taken to address staff and student wellbeing during the pandemic (details subsequently circulated to Board members and appended to the minutes).

### **Noted:**

- (1) In response to a question about fire safety, members were reminded of a briefing attached to the minutes of the 20 November 2020 meeting and available on Diligent (this followed the fire in accommodation for students at the University of Bolton and a request by the Secretary of State for assurance about compliance).
- (2) The graphs in the report were not easy to read on Diligent on some devices and would be re-circulated.
- (3) The report indicated a significant downward trend in reported accidents over the course of the reporting period. In response to questions, members were advised that whilst there was some under-reporting of student incidents, staff surveys indicated good staff awareness of mechanisms for reporting. There had been a concerted effort to reduce incidents relating to sharp objects and harmful substances and this was reflected in the data. New and improved methods of presenting data were under consideration and would be reflected in future reports.
- (4) The Board praised the comprehensive nature of the measures taken to address staff and student wellbeing (as outlined in the appendix to the minutes). In response to a question, it was noted that there was provision for face-to-face support for students in specific, serious cases.
- (5) The University's e-learning team had prioritised support for students who most urgently needed on-line support (eg provision of laptops and dongles): online support would continue to be available over the summer, after the end of semester.
- (6) Governance of health and safety was under review and revised proposals would be presented to a future meeting; this included explicit addition of wellbeing to the current body considering health and safety.
- (7) The Vice-President for Social Responsibility was leading a group overseeing arrangements for return to campus. The meeting of committee chairs scheduled for 28 May would consider arrangements for a partial return to laboratory space and future Board meetings would review broader plans for return to campus, which would reflect government advice and prevailing circumstances.

## **8. President and Vice-Chancellor's report**

**Received:** the report from the President and Vice-Chancellor.

### **Reported:**

- (1) As set out in the report from Staffing Committee and following endorsement by a meeting of committee chairs, a range of voluntary staff measures, including a Voluntary Severance scheme would be made public to staff on 21 May.
- (2) The University had furloughed approximately 1,400 staff, using the government Coronavirus Job Retention Scheme (CJRS).
- (3) The Board had been provided with a briefing note setting out the University's approach to staff on fixed term contracts (FTCs). The University recognised that the uncertainty created by the pandemic was impacting on all staff, but this was heightened for staff on FTCs.
- (4) For staff on FTCs who were externally funded by research awards and whose contract was due to end by, or on, 31 July 2020, the University had agreed to extend funding until that date. Stipends for final year Postgraduate Researchers who had been unable to continue their research had been extended for a period of up to six months. All Graduate Teaching Assistants (GTAs) were receiving payment for teaching that they were contracted and scheduled to undertake, even if it had not been possible to deliver this online (e.g. practical classes). In common with other staff, GTAs were entitled to sickness absence pay and special leave pay for their contracted periods in the same circumstances.

(5) The President and Vice-Chancellor had been involved in recent meetings with the Secretary of State for Education, the Minister of State for Universities and the Under-Secretary of State for Science, Research and Innovation.

(6) Whilst recent government announcements to aid the sector (including bringing forward £100 million of QR funding and £2.6 billion of tuition fee payments) were welcome, they did not diminish the need for significant remedial action.

(7) Whilst recognising there was still considerable uncertainty, the University's financial scenario modelling was based on a predicted 50% reduction in international student intake and a slight (10%) reduction in home/EU students in 2020-21. The University had been transparent about potential impact in communications to staff and students.

(8) The University had made public its approach to teaching in semester one in 2020-21, with lectures to be made available on line, with face-to-face small group teaching, using repurposed larger spaces with appropriate social distancing. Whilst undergraduate applications had increased, fewer acceptances had been received, compared to the corresponding date last year, although the UCAS deadline had been extended (until 18 June).

(9) Regular briefings had taken place with Heads of School/Department and Senate alongside open meetings for all staff and meetings with the trade unions.

(10) The University continued to play an important part in the research response to Covid-19.

(11) As noted above the Vice-President for Social Responsibility was leading the group planning return to campus, with initial focus on reopening laboratory space. The approach would be consistent with government and Public Health England (PHE) advice with full risk assessments conducted and reopening taking place only after all relevant safety checks had been completed. Covid-19 related activity would be prioritised, with detailed guidance provided for all staff; this would include appropriate signage, one-way systems and low density occupation. There was transparency in decision making with staff, including trade unions involved in planning for the return.

**Noted:**

(1) The comment that, whilst the voluntary measures were welcome, there was concern that take-up might have negative consequential impact on remaining staff. In relation to FTC staff, it was important to assess the equality, diversity and inclusion implications; there was a further comment that FTC staff not reappointed should be re-approached when the University was in a position to reappoint.

(2) The importance of retaining regular contact with international stakeholders to ensure as much clarity as possible about the University's position. In this context for example, the University was in regular contact with the Chinese Consul General.

## **9. Loan financing strategy in response the business impact of Covid-19**

**Received:** a report from the Director of Finance that included:

(1) A recast of the budget for 2020-21: the estimates and targets for the plan period reflected the assumed impact of the pandemic on University finances, noting many uncertainties and that the plan would be subject to amendments

(2) A proposal to raise short-term finance in order to provide sufficient liquidity to maintain University cash above its agreed minimum targets and to cover operational needs.

**Reported:**

(1) The international and home/EU student assumptions were as outlined in the President and Vice Chancellor's report above. The impact of this alongside reductions in research, residential and commercial income resulted in an overall predicted reduction in income of £160 million. Reductions compared to previous plans were assumed to be continuing on a tapering basis for the remainder of the plan period. The outer years of the plan would need to be revisited as this had not yet happened.

(2) The University's modelling had been tested against sector and mission group comparators and was similar to base case and worst case modelling seen elsewhere.

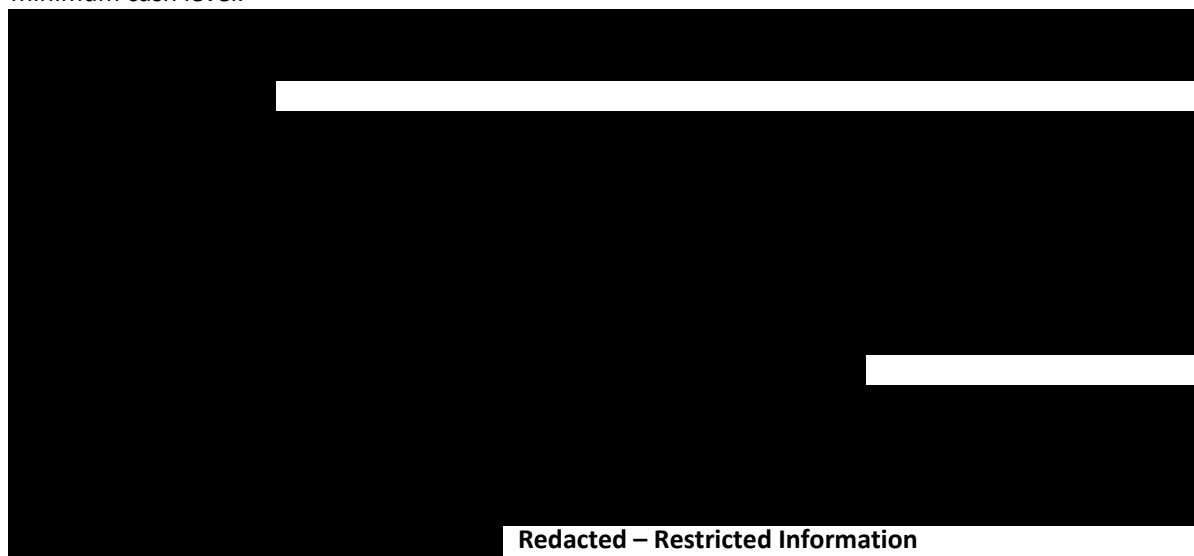
(3) The adverse impact of predicted loss of income for next year and over the plan period was too great for the University to absorb without remedial measures. Mitigating action would therefore be required and this included acceleration of previously planned savings. Cost reduction targets had been set proportionately across the four main budget units. The plan for budgeting purposes would need to be

further reset once student recruitment was known in October 2020. Voluntary measures outlined above were assumed to be fully effective from the start of academic year 2020-21.

(4) There would continue to be great uncertainty about assumptions and, accordingly, there would be continuous monitoring and reforecasting of income and expenditure, review of targets and potential resetting of budgets once the outcome of student recruitment was known in the early autumn. The report included cash flow projections for the plan period and a summary of the Statement of Comprehensive Income, cash flow forecast, balance sheet and initial savings targets. Updated budget proposals and estimates for the plan period would be brought to the Board for approval at its July 2020 meeting.

(5) The plan reflected changes to capital planning already approved at Finance Committee: no new capital schemes were included in the plan and all such decisions were on hold until further notice. Final capital and cash flow plans would be presented to the July 2020 meeting.

(6) In order to ensure that the University had sufficient cash to address the financial risks from the pandemic, to meet the University's operating requirements and to stay above its target of 45 days operating expenditure, there was a proposal to obtain additional short-term borrowing. This was not additional long-term debt, but a short-term facility to be utilised until cash reserves had been built up to meet essential and strategic spending commitments (both revenue and capital) and remain above minimum cash level.



**Redacted – Restricted Information**

**Noted:**

(1) The multiple uncertainties of the current situation and the need for continual re-evaluation as circumstances developed. In particular, there was a need to keep cashflow under constant review as events crystallised (including for example the impact of the voluntary staffing measures outlined above) and the need for further mitigating measures became clear.

(2) Access to short-term borrowing did not preclude the need for mitigating actions, not least because of the need for a credible plan to repay debt incurred.

(3) Historically, average liquidity in the sector was approximately 90 days. The extent of the University's capital investment meant that it had been below this average and the current 45 days target was a minimum (OfS had recently advised institutions that falling below 30 days liquidity at any point during a rolling three-month period was a reportable event).

(4) The potential further adverse financial implications of the US\$ revaluation.

(5) It was possible that the University would need less than the £250 million short-term funding and would need it for a shorter term than five years.

(6) A recent British Universities Finance Directors Group (BUFDG) survey indicated that a significant proportion of institutions anticipated being in breach of covenants either in the current or next financial year. Finance Committee and the Board would need to receive regular reports on covenant headroom.

(7) Finance Committee would be updated on the latest position at its meeting on 17 June 2020, including the progress of the loan applications. A further meeting of the Finance Committee was likely to be needed before the July Board meeting.

**Resolved:**

(1) That the budget and plan numbers set out in Appendix 2 to the report be approved for use in the loan application submissions, noting the many uncertainties and that the plan will evolve as more certainty emerges.

(2) To approve the loan applications to the Bank of England and Nat West in respect of the CCFF and RCF respectively.

(3) To approve the inclusion with the formal loan application to Nat West of the information pack as set out in the Loan Applications Control Schedule.

**Action: Interim Director of Finance**

## 10. Annual Report of the Students' Union

**Received:** the annual report from the Students' Union provided to enable the Board to exercise its duties as the responsible body under section 22 of the Education Act, 1994.

**Reported:** the report included reference to the Students' Union's evolving response to the Covid-19 pandemic and this included:

- continuing and strengthening advocacy role for and on behalf of students
- providing a sense of community for students
- ensuring responsible financial stewardship practices
- dealing with some long standing infrastructure challenges and inefficient processes

**Noted:**

(1) In response to questions, the Students' Union has a dedicated officer supporting off-campus/commuting students. The same individual was engaged in work to address the attainment gap for Black and Minority Ethnic (BAME) students given the significant cross over between these two student groups.

(2) In response to questions, across the sector, the National Student Survey (NSS) question on the effectiveness of students unions resulted in a comparatively poor outcome. However, a significant proportion of students responded either that the question did not apply or offered a neutral response. Whilst this did not indicate active dissatisfaction with the Union, there was recognition that there was more that could be done to demonstrate the positive impact of the Union's activities, for example on student representation.

(3) Work on the development of the new Union strategic plan had paused; the Union would ensure alignment with the University's plan.

(4) The Union had taken appropriate mitigating financial measures in response to the pandemic, including furloughing of some staff, ceasing all non-essential expenditure and imposing a recruitment freeze. This would be subject to constant review as the situation evolved and the ability to resume services (and the timescale for this) became clearer.

(5) The Union's approach to pulse surveys as set out in the report was commended. The University was continuing to explore methods of engaging with colleagues to assess mood, learning from good practice in other sectors.

(6) The Board's appreciation for the effective work of the Students' Union and the comprehensive and impressive report provided.

**Resolved:** to approve the annual report.

## 11. Board Skills Mix

**Resolved:** that the report on Board skills mix be deferred until the next meeting.

## 12. Chair's report

**Reported:**

(1) The Chair had been appointed to chair a Committee of University Chairs (CUC) sub-group relating to USS.

(2) Details of annual Board and Chair evaluation would be circulated to members shortly after the meeting.

(3) The President and Vice-Chancellor's priorities for 2020-21 would be brought forward for consideration at the July 2020 Board meeting, with recognition that there might need to be in-year adjustment given current uncertainties.

**Action: Deputy Secretary**

### 13. Secretary's Report-Exercise of Delegations

**Reported:** award of an Emeritus Professorship, appointment to the Board of UMSS Ltd and pursuant to General Regulation VII.4, the Common Seal of the University had been affixed to instruments recorded in entries 2234 to 2242.

### 14. Board committee reports

#### (i) Finance Committee (6 May 2020)

**Received:** a summary of the meeting of Finance Committee held on 6 May 2020.

**Reported:**

(1) The Committee had considered the revised Socially Responsible Investment Policy (SRIP)

(2) The Committee had approved a suite of recommendations for further work to examine unlocking the use of endowment funds to assist in managing the extreme financial challenges presented by the pandemic.

(3) The Committee had received confirmation of the delay to the MECD project which would result in a 12 month delay in occupation (until September 2022) with consequential impact on the ID Manchester (North Campus) project.

(4) The Committee's endorsement of budget and plan numbers as referred to in item 9 above.

**Noted:**

(1) The reference in the report to almost complete (99%) disinvestment in fossil fuel extraction was stipulated by the University's investment advisors, Mercers, given the potential small margin for error in some holdings.

(2) Effective ways of investing in renewable technology were under consideration.

(3) Divestment from fossil fuels and the reduction in weighted carbon intensity were not expected to have a material impact on returns. In the medium to longer term, return on fossil fuel investments was expected to diminish, with higher returns expected in renewable technologies.

**Resolved:** to approve the revised SRIP.

**Action: interim Director of Finance**

#### (ii) Staffing Committee (8 April and 6 May 2020)

**Received:** a summary of the meetings of Staffing Committee held on 8 April and 6 May 2020.

**Resolved:**

(1) To approve the University proceeding with the process outlined in the University Contracts Procedure to deal with those staff considered to be at risk of redundancy on open-ended contracts linked to finite funding for the period from 1 January 2021 to 30 June 2021 (noting that the University will take steps to avoid the need for redundancy wherever this is possible).



(2) To approve the University serving three months' notice on the Research Associate whose post had been funded by Manchester BioGel Ltd., and that the University funds the shortfall in the post-holder's salary once the revised budget takes effect, to ensure that they receive a full three months' notice.

(3) To approve the termination of the existing targeted Voluntary Severance Scheme and the introduction of a University wide Scheme, subject to consultation with the Trade Unions. (NB Given the need to expedite implementation, this recommendation was approved by the Chair of the Board under Chair's action, following consultation with other committee chairs at a meeting on 11 May 2020.)

### **(iii) Nominations Committee (6 May 2020)**

**Received:** a summary of the meeting of Nominations Committee held on 6 May 2020.

#### **Resolved:**

(1) To approve the following reappointment of lay members whose current terms of office ended on 31 August 2020 (the schedule provided for a regular flow of appointments/reappointments).

- Ann Barnes for three years until August 2023
- Colin Gillespie for two years until August 2022 (at the expiry of this term, this would enable the Board to consider a further two year appointment until August 2024, the maximum nine year term)
- Nick Hillman for two years until August 2022 (at the expiry of this term, this would enable the Board to consider a further three year appointment until August 2025, the maximum nine year term)
- Bridget Lea for three years until August 2023
- Robin Phillips for two years until August 2022 (at the expiry of this term, this would enable a further three year appointment until August 2025, the maximum nine year term).

(2) To appoint Ann Barnes as Deputy Chair of the Board with effect from 1 September 2020.

(Ann Barnes left the meeting during consideration of this resolution.)

**Action: Deputy Secretary**

### **(iv) Remuneration Committee (6 May 2020)**

**Received:** minutes of meetings of Remuneration Committee held on 6 May 2020

#### **Reported:**

(1) Confirmation that the President and Vice-Chancellor and other members of the Senior Leadership Team had taken a voluntary 20% pay cut.

(2) The Gender Pay Group reported indicated slight improvements in both median and mean pay gap.

(3) In future, the intention would be to consider Ethnicity Pay Gap (EPG) and Gender Pay Gap (GPG) reports at the same meeting.

(4) Given focus on Covid-19 response, the report on succession planning had been deferred to the November meeting, but would in future be considered at the April meeting.

#### **Noted:**

(1) Whilst the narrowing of the GPG was encouraging, there was recognition that more needed to be done, for example to further increase the number of women in higher paid job roles. The analysis presented to the Committee in relation to specific occupational groups indicated that disparities in relatively small groups of staff could have a significant impact on overall average outcomes.

(2) Focus on narrowing the EPG was a strategic priority.

(3) An equality impact assessment of measures carried out to mitigate the financial and business impact of Covid-19 would be undertaken.

## **15. Report from Senate**

**Received:** a report from the Senate meetings held on 25 March, 16 April and 29 April 2020.

(The President and Vice-Chancellor briefly introduced the report but left before consideration of the resolution.)

**Reported:** appendices to the report provided comprehensive detail of Senate's consideration of the resolution made by the Board at its previous meeting to reappoint the President and Vice-Chancellor for a further two-year term.

**Noted:**

(1) A number of comments had focused on dissatisfaction with the process by which the opinion of Senate members had been sought. There had been very little opposition to the proposed reappointment.

(2) Senate members had been afforded an opportunity to comment on the Board's resolution before, at and after the Senate meeting which considered the matter (16 April 2020).

(3) Whilst the precise nature of consultation with Senate before the appointment of the President and Vice-Chancellor was not defined in the relevant Statute, the RSCOO on advice from the Governance Office had determined that ample opportunity (as outlined above and as set out in more detail in the report) had been provided.

(4) Notwithstanding the above, the comment that it would have been helpful for Senate to have been provided with more detail of the rationale for the Board's resolution.

(5) The comment that it was important to reflect on the causes of the dissatisfaction with the process of consultation and consider how this might be improved in the future.

(6) The comment that concerns about the process had been raised by a vocal minority of Senate members whose views did not reflect the majority.

**Resolved:** Further to consultation with Senate, as resolved by the Board at its previous meeting on 18 March 2020, to confirm the extension of the contract of employment of the President and Vice-Chancellor for a further two-year period (1 July 2022 to 30 June 2024).

#### **16. Planning and Resources Committee (7 April and 5 May 2020)**

**Received:** reports from the above meetings of Planning and Resources Committee

#### **17. University-Students' Union Relations Committee-UURC (4 May 2020)**

**Received:** a report from the UURC meeting held on 4 May 2020.

#### **18. Any other business**

**Reported:** confirmation that the President and Vice-Chancellor had been appointed as the Chair of the Russell Group with effect from 1 September 2020.

**Close.**



<ul style="list-style-type: none"> <li>- Development of budget and plan</li>   <li>- Voluntary measures</li> </ul>	<p>holders (Deans and RSCOO)</p> <p>Director of Human Resources and Interim Director of Finance</p>	<p>Board/Transition Steering Group</p> <p>Financial Sustainability Programme Board/Transition Steering Group</p>	<p>6 May Staffing Ctte 11 May Committee Chairs 20 May Board</p>	
<p>Staff and student wellbeing</p> <ul style="list-style-type: none"> <li>- Suspension of face to face teaching and movement to home working</li>   <li>- Return to campus</li> </ul>	<p>Vice-President (Teaching, Learning and Students) and Director of Human Resources</p> <p>Vice-President (Social Responsibility)</p>	<p>Overall approach overseen by Student Experience Group /Employee Programme Board</p> <p>Critical Incident Management Group (predated Transition Steering Group infrastructure)</p> <p>Campus Reopening and Corporate Support Programme Board/Transition Steering Group</p>	<p>17 March comms to Board and Senate 18 March Board 25 March Senate briefing</p> <p>20 May Board 28 May Committee Chairs (review return to labs) 12 June Committee Chairs</p>	

			22 July Board (update) September Board (update/approval?)	
Teaching outcomes/academic quality				
- Shape of academic year 2020/21	Vice-President (Teaching, Learning and Students)	Teaching and Learning Group/Transition Steering Group	29 April Senate 20 May Board 3 June Senate	
- Ongoing review of impact on assessment and curricula	Vice-President (Teaching, Learning and Students)	Teaching and Learning Group/Transition Steering Group	3 June Senate 8 July Senate June/July Committee Chairs 22 July Board	
- Intake and admissions	Vice-President (Teaching, Learning and Students)	Intake Management Group	20 May Board 3 June Senate 8 July Senate 22 July Board	
Research outcomes	Vice-President (Research)	Minimising Disruption to Research Steering Group	29 April Senate 20 May Board 3 June Senate June/July Committee Chairs 8 July Senate 22 July Board	
Regulatory compliance	RSCOO advised by Director of Compliance and Risk, Director of Legal Affairs and Board Secretariat	Oversight by Transition Steering Group, informed by Programme Boards as appropriate	20 May Board 8 June Audit and Risk Committee (evolving Risk and Board Assurance Framework) 22 July Board	
Cyber security	RSCOO advised by Chief Information Officer	Oversight by Transition Steering Group, informed by Programme Boards as appropriate	8 June Audit and Risk Committee	