

	Task	Strategic Plan Reference	Accountability			Timeframe
		Strategic Risk Register Risk ID	USG lead	Academic lead	Prof Services lead	
<b>Vice-Chancellor (Professor Anthony Forster)</b>						
1.	<p><b>Maximising the quality of student experience and safeguarding/maximising student outcomes in the context of our bounce back strategy</b></p> <p>Ensure the student experience is as good as possible, in a context of dual delivery and the impact of COVID-19, including safeguarding/maximising student outcomes (student satisfaction, continuation, good degrees, employability) and ensuring that student benefit remains firmly at the centre of our thinking.</p>	<p><b>KPIs 1,2,3,4,5,6,7</b></p> <p>Risk ID 1,2,6,7,9,12</p> <p>Education Strategy O1,2,3,7,9,18</p> <p>EAP 4.1 and 4.2</p>	Professor Madeline Eacott	Professor Madeline Eacott	Richard Stock	By July 2022
2.	<p><b>Financial sustainability</b></p> <p>Ensure the financial sustainability of the University in the context of our Strategic Plan, Strategies, Sub-Strategies and Supporting Strategies, our three-year recovery plan and external changes to funding.</p>	<p><b>KPIs 10 and 11</b></p> <p>Risk ID 1, 3, 5, 7, 10, 12</p>	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Andrew Keeble	By July 2022
3.	<p><b>Inclusivity, equality and diversity</b></p> <p>Ensure that we continue to deliver on our commitment to equality, diversity and inclusion, including in relation to:</p> <ul style="list-style-type: none"> <li>- Intersectionality,</li> <li>- Tackling racism, and</li> <li>- Following up the agreed actions from the Reindorf Review approved by Senate and Council.</li> </ul>	<p><b>KPI 6</b></p> <p>Risk ID 12</p>	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Alix Langley	By July 2022
4.	<p><b>Strategic planning</b></p> <p>Ensure that short term actions support the long-term goals of the University.</p>	<p><b>All KPIs</b></p> <p>Risk ID 1,2, 10</p>	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Bryn Morris	By July 2022
5.	<p><b>Leadership capacity and performance</b></p> <p>Support the development of a high performing USG team as part of our high performance culture:</p> <ul style="list-style-type: none"> <li>a) Continue to focus on resilience through personal development of individual members of USG and USG as a whole.</li> <li>b) Ensure the University has appropriate academic and professional services leadership capacity to manage the challenges we face.</li> </ul>	<p><b>All KPIs</b></p> <p>Risk ID 6, 7, 10, 12</p>	Professor Anthony Forster	Professor Anthony Forster	Alix Langley	By July 2022

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6.	<b>Brexit and Global Engagement</b> Ensure the University takes the right steps in responding to the UK's departure from the European Union including in relation to: finances, recruitment, partnerships and reputation, and that we maximise any opportunities that arise within the EU, for example through continuing membership of all parts of Horizon Europe, as well as continuing to develop/support global partnerships developments.	<b>KPIs 1 and 2</b>  Risk ID 1, 8, 9, 10	Professor Anthony Forster	Professor Madeline Eacott/ Professor Chris Greer	Bryn Morris	By July 2022
7.	<b>External bodies</b> Ensure a strong relationship with regulatory and sector bodies such as OfS and UKRI.	<b>All KPIs</b>  Risk ID 1,5,6,7,8,9,10,12	Professor Anthony Forster	Professor Anthony Forster	Bryn Morris	By July 2022
8.	<b>Maximising opportunities from unforeseen events</b> Ensure capacity to respond to unplanned events not only in terms of our immediate response but also ensuring that we stand ready, and are able, to take advantage of any opportunities arising that help us innovate or accelerate our ability to deliver on our Strategic objectives, KPIs, education and research objectives.	<b>All KPIs and strategic objectives</b>	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Bryn Morris	By July 2022
9.	<b>Climate and Ecological Emergency</b> Act as a Champion for, and provide visible leadership in relation to, the University's agreed Sustainability Sub-Strategy vision for 2026 and specifically our ambitions in relation to climate change including our commitments to reaching net zero carbon emissions and to substantially reducing the University's environmental and ecological impact.	Risk ID 1,2,6,8,10,11,12	Professor Lorna Fox O'Mahony	Professor Lorna Fox O'Mahony	Chris Oldham	By July 2022