

Quality Enhancement Plan
Office of Corporate and Legal Affairs

Panel Recommendations	OCLA Response	Responsibility for Action ¹	Resource Implications ²	Implementation Date ³	Progress Achieved
<i>Recommendations for the University</i>					
<p>The Panel recommends that UMT considers the optimal approach as to the range of advice to be provided to it and other parts of the University by OCLA (along with Finance and HR), so as to support UMT and the University more widely in effective decision-making and strategic engagement with risk and opportunity in context. It is also recommended that the impact of such advice be monitored over time to ensure the continuing quality enhancement of this key role.</p>					

¹ E.g. Head of School, School Manager, Director of unit, all staff, specific committees etc

² Resources – the financial or human resources required to implement the recommendation

³ Interim milestone dates can be included here

Panel Recommendations	OCLA Response	Responsibility for Action¹	Resource Implications²	Implementation Date³	Progress Achieved
The Panel recommends that a thematic review of cross-cutting issues arising from quality review takes place at UMTS level as a way of aligning the outcomes of service area reviews with the ongoing strategic annual cycle and identifying relevant enhancement projects to enable more effective collaboration.					
<i>Recommendations for OCLA</i>					
<i>OCLA role and objectives</i>					
The Panel recommends that the strategic role and key strategic contributions of OCLA to the University are clearly defined.	To be addressed in the OCLA strategic plan.	Corporate Secretary	Input from all members of OCLA	Completed Q1 2019	The OCLA vision has been defined. OCLA staff participated in a workshop where they defined the value each area of OCLA contributes to the University.
The Panel recommends continued collaboration between OCLA, Finance and Human Resources in two areas: (1) as units providing advice and support to UMT in the context of decision-making and (2) as units with a role in sustaining a shared	To be addressed in the annual operational plan and the communications forums by developing a shared framework for effective interactions with other central	Corporate Secretary	Corporate Secretary	Completed Q4 2018	OCLA continue to collaborate with Finance and Human Resources. A quarterly meeting is held to sustain effective communications with the

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framework for effective interactions with the Colleges and other central functions.	functions including Finance and HR				<p>four Colleges. The attendees are:</p> <ul style="list-style-type: none"> • Corporate Secretary • Deputy President and Registrar • Director of Human Resources • Bursar • Four College Managers <p>A timeline of presently known OCLA / College related activities was circulated to the College Managers. An updated timeline will be provided at each quarterly meeting.</p>
The Panel recommends that OCLA develops a priority agenda and clear delineation of its functions in order to ensure that the operational focus and efforts remain on the University's strategic priorities as these evolve.	To be addressed in the OCLA strategic plan and annual operational plan.	Corporate Secretary	All OCLA staff	Completed Q1 2019	A vision for OCLA has been defined based on OCLA's role in delivering the University's strategic plan. Work plans for the different areas within OCLA are aligned to this.

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<p>The Panel recommends that work in Risk Management be further developed to optimize a sustained level of strategic engagement with risk, and that consideration be given to developing opportunity registers alongside risk registers.</p>	<p>To be addressed in the risk management action plan which is due to be implemented.</p>	<p>Deputy Corporate Secretary</p>	<p>Risk Manager</p>	<p>Completed Q4 2018</p> <p>Due Q2 2019</p> <p>To be confirmed</p>	<p>Following an Internal Audit review of Risk Management in 2018, an action plan was formulated to implement the recommendations of the review.</p> <p>The current focus of this action plan is on finalising the University's risk appetite statement.</p> <p>Work on a strategy for the initial introduction of opportunity registers will commence in Q4 2019.</p>
<p>The Panel recommends that the legal position and framework for collaboration with student clubs and societies is clarified.</p>	<p>OCLA had already begun to work on this prior to the Quality Review and legal advice has been sought. This work will continue and be reflected in the annual operational plan.</p>	<p>Corporate Secretary</p>	<p>Head of Legal Solicitor</p>	<p>Completed Q1 2019</p>	<p>A consultation group of all the relevant stakeholders has been established. These include student representatives, the Director of Student Experience and Director of Sport & Physical Activity. Following meetings of this consultation group, a Memorandum of Understanding(MOU) outlining the key principles of the relationship between the University, Students Union,</p>

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				Q2 2019	<p>Clubs and Societies has been produced.</p> <p>A further meeting of the consultation group is to be held to discuss the draft MOU.</p>
<p>The Panel recommends that the value proposition brought to University operations by the various areas of the OCLA be better communicated to the wide University community, alongside the regulatory boundaries within which the OCLA must operate, so that the wider University community has a better understanding of the role and function of the OCLA.</p>	<p>To be addressed in the communications plan.</p>	<p>Corporate Secretary</p>	<p>All OCLA staff</p>	<p>Completed Q1 2019</p> <p>Q2 2019</p> <p>Q3 2019</p>	<p>The value proposition brought by the various areas of OCLA were agreed at a staff workshop.</p> <p>A staff workshop on communications will be held to agree a communications plan for OCLA.</p> <p>The OCLA website is being redesigned to provide more effective communications to the wider University Community. This will include information on the value proposition OCLA brings and the regulatory boundaries within with which OCLA must operate.</p>
<p><i>Health and Safety</i></p>					

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The Panel recommends a reappraisal of the role of the Health & Safety Office in light of current University needs. This should focus on the remit of the office in terms of a reorientation towards a service model which could increase the enabling function of the office to support staff across the University to manage and fulfil health and safety requirements locally. The Panel recommends that Health and Safety expand and move from a focus on compliance towards a focus on the enabling, guidance and support functions that are required across the University.	GB agreed in principle to support the H&S Office in implementing IT enabled improvements and to a potential increase in the headcount of dedicated health & safety personnel in other areas of the University e.g. a chemicals specialist. Work has begun on defining the scope of the project with the initial focus being on establishing the priority initiatives with key stakeholders. A business case for improvements will be developed and presented to UMTO for discussion.	Corporate Secretary	Deputy Corporate Secretary H&S staff	Q1 2019 Q3 2019	The Chair of Governing Body requested that a Health and Safety task force be established, reporting to the University Management Team, to further develop the Health and Safety culture in the University. The Task Force's membership and terms of reference were approved by UMTO. The Task Force will report back on progress to UMTO six months after its establishment.
The Panel recommends that the health and safety annual reporting process is reviewed against LEAN principles with a view to streamlining the process.	All OCLA staff, including Health & Safety attended Yellow Belt training on 28/29 th August 2018. A Lean project will be run to review the annual reporting process.	Corporate Secretary	H&S staff		The review of the Health and Safety annual report process is part of the terms of reference for the Health and Safety Task Force.
The Panel recommends that the proposed new post focused on student health and safety is	As part of the Health and Safety project, it is envisaged that there will be a matrix	Corporate Secretary		Completed October 2018	The post for the Health and Safety Officer Student Activity has been filled and reports to

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amalgamated into the Health and Safety team to ensure that the University takes a holistic view of health and safety on campus.	structure. While the Health and Safety office will be the hub comprising of professional safety officers, there will be safety advisor roles within specific functional areas e.g. Tyndall. These roles will be general duty of care and operational in nature. Student Experience management are responsible for clubs, societies and students union. In keeping with the Tyndall model, the safety officer will report to local management with a dotted line to the H&S Office.				the Head of Student Life in Student Experience. Based on the respective areas of responsibility, it was decided not to include a dotted line to the H&S Office.
<i>Governing Body</i>					
The Panel recommends that OCLA take a role in educating the voting constituency on the role and responsibilities of the elected internal representatives on GB.	Clarification of roles and responsibilities of governors to be circulated to the University as part of the GB elections communication process.	Corporate Secretary	Head of Secretariat	Completed Nov 2018	Clarification of roles and responsibilities of governors (governor profile) was circulated to all internal University staff as part of the elections communication process.

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<p>The Panel recommends that GB training be expanded to include targeted training for members who take up position during GB term of office (for example, Students' Union officers) and mandatory training for Chairs of GB sub-committees.</p>	<p>To be addressed in the external review of GB. Training with the Higher Education UK, scheduled for September 2018, has been offered to the Students Union officers.</p>	<p>Corporate Secretary</p>	<p>Head of Secretariat</p>	<p>Completed Q1 2019</p> <p>Q4 2019</p>	<p>The Institute of Public Administration conducted an external review of GB and its committees.</p> <p>The review included a number of recommendations on training.</p> <p>The induction training for Governing Body in February 2019 was adapted to take account of the recommendations of the review.</p> <p>Other training recommendations of the review will be addressed as part of the implementation of the overall external review recommendations.</p>