The University is actively exploring whether the Government's Coronavirus Job Retention Scheme could be used to support some staff who may be furloughed, where they are unable to work, whether on permanent or fixed-term contracts. It is too soon to offer clarity around which roles may be eligible for funding and therefore the impact this will make but we will advise colleagues as soon as possible, when we have information to share. We are also considering the request in Minister Donelan's letter of 26 March 2020, asking for consideration of the welfare of hourly paid and student staff, while noting that there are challenges in this as there are no Government proposals to fund this. However, despite these challenges, we are giving serious consideration as to how we may be able to respond.

The review and control of staff cost will be co-ordinated through the HR team under the management of the HR Director, Deputy HR Director and supported by HR Business Partners (HRBP). You should consult with your relevant HRBP in the first instance, who will be able to support you with this process. There will be a requirement to review the following activities and associated areas of spend as follows:

SC1 Temporary staff

Non-essential assignments currently held by temporary or agency staff, will need to be reviewed and come to an end as soon as possible. Where there is capacity, tasks should be undertaken by staff members of your team or non-essential tasks may need to be temporarily suspended in order to focus on core business activity.

/ 19 1 1 6Q 6 454 * / 1. 1 18 .4

		Language lan	
		requires budget holders to review if any subsequent	
		contract is essential or not.	
		Where continuous employment of an individual under	
		Fixed Term Contracts exceeds four years, staff will be	
		offered open- ended contracts.	
SC4	Recruitment	New staff appointments (including replacements for staff leaving) where contracts have not yet been issued and formally accepted and a Right to Work (RTW) carried out, will need to be frozen indefinitely where they are not deemed to be essential. The University will of course honour formal offers accepted to date. Posts that have previously been approved in the Post Panel or where recruitment processes have already started but have not progressed as far as a formal acceptance/RTW, will be reviewed with the COO and Provost as applicable. The Post Panel will consequently be temporarily suspended until further notice. Any new employment offers may only be made by exceptional and explicit permission of the Provost or COO referred up after discussion with your HRBP; these cases are expected to be very rare. Where a post is fully funded, usually by a research contract, we may allow recruitment, if it can be shown that there is no risk of unfunded time extension of the project because of the current global context. The following circumstances for the foreseeable future will also need to be considered with a view to being reviewed and serviced through existing resources within your School or PS Division: Backfill for maternity/paternity leave; Backfill for research leave (except where funded by a third party such as a research sponsor).	HoS DoPS

Where appropriate, other areas of discretionary staff related cost should be reviewed where cash savings can be made or deferred. These should be discussed with your relevant HRBP.

The review and control of discretionary cost will be the responsibility of each Head of School (HoS) and Divisional Director of Professional Service (DoPch9763TJETQ0.000008871 0 595.32 841.92 reW*hBT/F2 10.980c48

DE2	Accommodation	Accommodation should be avoided where possible (unless externally funded), with alternative arrangements made unless it is essential and as long as the travel is safe and within Government travel guidance.	HoS DoPS
DE3	Training &	Where training or conferences have not been contractually	HoS
	Conferences	committed to and where there is not a statutory or compliance requirement, this should be stopped. Where there is a contractual commitment please do not make alternative arrangements without first consulting with Procurement via the FSD.	DoPS
DE4	Licences	Where licences have not been contractually committed to and where there is not a statutory or compliance requirement, this should be stopped. Where there is a contractual commitment please do not make alternative arrangements without first consulting with Procurement via the FSD.	HoS DoPS
DE5	Subscriptions	Where subscriptions (to organisations - this is not intended to cover, for example, subscriptions to library resources) have not been contractually committed to and where there is not a statutory or compliance requirement, this should be stopped. Where there is a contractual commitment,	'

EF1	General Repairs and	EFM will only undertake essential maintenance and defer	DoE
	Maintenance	or cancel expenditure where possible.	
EF2	School & PS	All discretionary estates work is suspended unless	DoE
	Discretionary Works	absolutely essential.	
EF3	SEF Service Levels	Conduct a review of existing and proposed service levels of	DoE
		SEF contract with a view to identifying areas of service that	
		can be significantly scaled back or reduced.	
EF4	Project works	Only essential projects to be undertaken and deferred or	

C1	Contracts and commitments	All existing contracts need to be reviewed with a view to identifying renewal milestones and break clauses with Procurement section support from Finance via the FSD. Subject to that review, discretionary contracts that are not core business requirements, need to be reviewed with the aim of not renewing.	HoS DoPS
C2	Consultancy	Existing and future	1

M5	Strategic Development Fund (SDF)	purposes, and then paid into these Codes, then those purposes can be honoured by agreement from the HoS providing the expenditure is essential in the current context. SDF spend is to be reviewed given the constraints on cash. A residual investment pot is to be established for absolutely	Provost
		essential purposes.	