

UNIVERSITY COURT – AGENDA

Tuesday 20 June 2017, 09.30-12.00, coffee from 09.15
Court/Senate Suite, Collins Building

Apologies: None

Declarations of interest: None

Introduction		
1.	Minutes of the meeting held on 4 May 2017	Paper A
2.	Matters arising	<i>5 mins</i>
3.	Principal's Report	Oral <i>20 mins</i>
Substantive items		
4.	Q3 Business Report 2016/17 and International Strategic Partnerships Update <i>Chief Financial Officer, Director of Strategy & Policy</i>	Paper B <i>15 mins</i>
5.	2017/18 Budget, Financial Forecasts and Operating Plan <i>Chief Financial Officer</i>	Paper C <i>20 mins</i>
6.	Exploration of future borrowing facilities <i>Chief Financial Officer</i>	Paper D <i>15 mins</i>
7.	University of Strathclyde Students' Association 2017/18 Budget <i>USSA President, USSA Chief Executive</i>	Paper E <i>10 mins</i>
8.	National Physical Laboratory progress update <i>Principal, Associate Principal & Executive Dean, Faculty of Science</i>	Paper F <i>15 mins</i>
9.	Proposals for formal engagement with Scottish Enterprise <i>Associate Principal (Research & Innovation)</i>	Paper G <i>15 mins</i>
10.	European Policies Research Centre <i>Chief Financial Officer</i>	Paper H <i>15 mins</i>
Items for formal approval		
11.	Convener's Actions (none noted)	Oral

12.	Court and Committee Membership 2017/18 <i>University Secretary and Compliance Officer</i>	Paper I <i>10 mins</i>
Items for information		<i>10 mins</i>
13.	Scottish Code of Good HE Governance – consultation response	Paper J
14.	Court Action Tracker 2016/17	Paper K
15.	Health & Safety Annual Report and Strategy Update	Paper L
Committee reports		<i>5 mins</i>
16.	Executive Team	Paper M
17.	Court Business Group	Paper N
18.	Audit Committee	Paper O
19.	Estates Committee	Paper P
20.	Enterprise & Investment Committee (Annual Report)	Paper Q
21.	Strategic Marketing Group	Paper R
22.	Equality & Diversity Strategy Committee (Annual Report)	Paper S
Closing remarks		<i>5 mins</i>
23.	Any other business <i>Convener</i> Date of next meeting <i>09.30-12.00, Thursday 28 September 2017</i> <i>Location TBC</i>	

MINUTES OF UNIVERSITY COURT

4 May 2017

- Present:** Richard Hunter (Convener), Ronnie Cleland, Malcolm Roughead, Dr Jack Perry, Kerry Alexander, Dr Archie Bethel, Susan Kelly, Alison Culpan, Dr Jeremy Beeton, Principal Professor Sir Jim McDonald, Vice-Principal Professor Scott MacGregor, Dr Jonathan Delafield-Butt, Dr Andrew McLaren, Professor Erling Riis, Dr Dimitris Andriosopoulos, Louise McKean, Raj Jeyaraj, Gerry McDonnell, Dr Alistair Goldsmith
- Attending:** David Coyle, Professor David Littlejohn, Professor David Hillier, Professor Dimitris Drikakis, Professor Sara Carter, Professor Tim Bedford, Rona Smith, Sandra Heidinger, Ray McHugh, Stella Matko, Darren Thompson, Professor Graham Wren (for item 5), John Lauwerys
- Apologies:** Marion Venman, Gillian Hastings, Dr Veena O'Halloran, Dr Jane Morgan, Councillor Stephen Curran

Welcome and apologies

The Convener noted apologies received and welcomed members of Court and attendees. He specifically welcomed John Lauwerys who had been appointed to provide external support and facilitation to Court's Review of Effectiveness and who would be observing a number of meetings of Court and its committees. Court received a short progress update on the on-going Review.

There were no declarations of interest.

1. Minutes

Court **approved** the minutes of the meeting held on 2 March 2017.

2. Matters arising

There were no matters arising.

3. Principal's Report

The Principal informed members of key activities and developments since the March meeting:

University Dinner 2017: Court noted that the annual University Dinner held in April had been a significant success, with a record level of attendance by representatives from key academic and industry partners.

External developments: The Principal reflected briefly on a number of significant external developments since the last meeting of Court in March. The University was well positioned to take advantage of opportunities as they arose and to ensure continued success in the face of any external disruption.

Enterprise and Skills Review: Court noted that, following close engagement by the sector, previously indicated changes to the governance arrangements of the Scottish Funding Council had not materialised. The University and the sector, through Universities Scotland, continued to engage constructively in on-going discussions with the Scottish Government.

UK Industrial Strategy Green Paper: The Principal informed Court that the University had submitted a response to the UK Government's recent consultation. The University would maximise opportunities to

influence and advise UK Ministers and senior officials and to be a strong collaborator on activity aligned with national strategies.

Research Excellence Framework consultation: The University had submitted a response in March to the consultation on the second Research Excellence Framework. The outcomes from this consultation were expected to be highly influential.

Strategic Dialogue Meeting: Members of Court and University senior officers would meet with representatives of the Scottish Funding Council on 5 May to discuss key pre-agreed topics, with the intention to enhance and strengthen relationships and to increase the SFC's understanding of the University's progress in delivering its Outcome Agreement commitments. The Principal thanked the members of Court who had agreed to participate.

Widening Access: The University had recently hosted a visit by Professor Sir Peter Scott, the Scottish Commissioner for Fair Access. This had been a very successful engagement and the Commissioner had subsequently expressed his appreciation for the opportunity. In addition, the Principal had delivered a plenary session at NUS's Refugee Student Summit, in March, with the theme of Education for All. The University had also launched the Age-friendly Academy, reflecting a commitment to the concept of positive aging combined with a significant programme of research.

Court members reflected on ambitious national targets on widening access and the potential impacts on opportunities for other Home/EU applicants. It was noted that public awareness of this issue may be increasing and also that any future constitutional change may have an impact on these areas.

THELMAs: Court noted that the University had been shortlisted for three awards in the 2017 Times Higher Education Leadership & Management Awards (THELMAs). These were: Workplace of the Year; Outstanding Strategic Planning Team; and Outstanding Industry Engagement Initiative. The winners would be announced on 22 June.

Chancellor's Fellowships: Court noted that a very high number of applications had been received for the latest round of the Strathclyde Chancellor's Fellowship Scheme, resulting in 21 offers being made to high-calibre individuals. This investment underlined the University's commitment to attracting and retaining global talent.

Engage with Strathclyde: The Principal informed Court that over 50 events were taking place on campus from 2-5 May as part of the Engage with Strathclyde week intended to highlight the impact of the University's research.

4. Budget setting 2017/18: context and process

The Chief Financial Officer and Acting Chief Operating Officer (CFO/ACOO) outlined the 2017/18 budget-setting process and explained the major factors expected to impact the final Budget position. The following key points in relation to the on-going development of the 2017/18 Budget were highlighted:

- the intention to deliver a budget position in line with the current Four Year Forecast, which projected significant increases in both income and expenditure over the period and the delivery of a surplus position by 2019/20 that was in line with the current sector average;
- the recognised impacts on the presentation of this information as a result of recently revised accounting standards (FRS102) and the subsequent importance of alternative measures of financial sustainability;
- continuing challenges in regard to public funding, with Scottish Funding Council grant levels not expected to grow over the period, and the resulting need to continue to focus on other income sources;
- projected increases in expenditure, in particular from planned strategic investments in the development of the University estate, reflecting the University's position as an investing institution, and a year-on-year trend of rising staff costs;
- the University's current borrowings, as a percentage of income, and its liquidity position, compared to the sector; and

- an increasing trend within the sector to support strategic investment through external borrowing, the current attractiveness of interest rates, and the potential for Court to consider future proposals for additional borrowing.

The CFO/ACOO explained that a realignment of the budgeting and planning cycle had delivered a more advanced and informed draft budget position, compared to the same time in previous years. This process had been supported by detailed discussions amongst the Executive Team to reduce the gap between income and expenditure. The Principal had also engaged directly with Faculty and Professional Services management teams to highlight continuing financial pressures and encourage collaborative and concerted efforts in order to deliver the required budget position.

Court thanked the CFO/ACOO for the update provided and commented on:

- the relatively narrow margin provided by the projected surplus position and the potential for this to be impacted by unexpected reductions in core income or by unforeseen external events;
- the resulting need to focus on ensuring high academic and financial performance across all areas of the University and consider contingency options;
- the reduction in proportion of SFC funding for knowledge exchange, as a result of refocusing allocations on formulaic Teaching and Research funding, balanced against Strathclyde's relative strengths in, and the significant strategic benefits of, knowledge exchange activity with the potential to attract more strategically allocated funding for specific projects; and
- the potential to explore the benefits of education bonds, subject to their commercial attractiveness relative to other financing mechanisms.

Court noted the intention to present a full draft Budget and Four Year Forecast for approval in June.

5. Major Strategic Projects update

The Principal, the Associate Principal (Research & Innovation), and the Special Adviser to the Principal introduced a series of update briefings on some of the University's major on-going and emerging strategic activities, including:

The Glasgow Innovation District: a collaborative project of the University, Glasgow City Council, Scottish Enterprise, and the Glasgow Chamber of Commerce. The objective was to create an attractive location of choice for entrepreneurs, SMEs, anchor companies and innovation agencies within a demarcated Glasgow Innovation District area. Court noted a range of current activity, including on-going discussions with relevant innovation agencies and with the Glasgow Royal Infirmary, which was expected to be included within the Innovation District area.

The Digital Health & Care Institute (DHI): the University had recently taken on responsibility for hosting this key Scottish Innovation Centre, which was leading the co-design, development and delivery of scalable digital solutions benefiting the health, economic and educational wellbeing of the people of Scotland. A new Chair had recently been appointed, a revised business case was in development, and University academics were strongly engaged with the DHI. Court welcomed the University's strategic leadership role, noting that the emerging and planned activity would contribute to the DHI being a potential unique selling point for Scotland.

The National Manufacturing Institute Scotland (NMIS): a project of significant scale, driven by industry demand, which was anticipated to have a considerable economic and industry impact through the co-location of research, skills development, services, and high value manufacturing activity. There was positive and on-going engagement with key partners from government, industry and the enterprise agencies. It was anticipated that successful completion would lead to a three-fold increase in the current activity of the University's Advanced Forming Research Centre (AFRC). Court welcomed this significant project and the positive progress achieved so far. Members noted important selling point of being able to provide increased certainty and enhanced self-sufficiency in the manufacturing supply chain, particularly during a time of increasing external turbulence. Court also noted that key risks would need to be managed appropriately and addressed at Court in future.

Maritime Research: Court received an update on the University's increasing research activity and industry engagement in the UK marine sector. Plans to relocate the Royal Navy's Submarine Service to Scotland by

2020 created significant opportunities that the University was well positioned to take advantage of. Court members recognised the range and scale of potential opportunities in this area. It was confirmed that the University's planned activity and engagement was based on its core academic research capabilities and strengths.

The Medicines Manufacturing Innovation Centre (MMIC): Court heard about the University's on-going work with government and industry partners to develop a world-class hub to transform the way medicines and fine chemicals are made. Under the proposals, the new centre would provide the physical infrastructure and capability for companies and researchers to develop and test the disruptive technologies of tomorrow, accelerating their adoption and, ultimately, bringing extremely high-quality, sustainable and cost-effective drugs to market more quickly. It was noted that the University would be a strategic partner in this arrangement. Court welcomed the unique nature of the proposed approach, noting its potential to have a significant impact upon the current model of pharmaceutical supply.

Policy at Strathclyde: Court noted the development of 'Policy at Strathclyde', a new framework to forge greater collaboration between the University's world-leading public policy-based centres and staff, providing a forum to explore collaborative opportunities in research and engagement with shared partners, and to showcase the University's academic expertise in the policy field. This framework incorporated a cluster of eight University centres, with the International Public Policy Institute (IPPI) operating as a central 'hub', helping to curate and communicate public policy research from across the centres. The framework would support these centres in communicating their integral position within a Leading International Technological University and was also reflective of the University's position as a Socially Progressive Institution.

Court welcomed the opportunity to be informed of and to discuss some of the University's major emerging projects. The Convener particularly welcomed the strong and insightful contributions and questions from Court members. He also thanked the University's Marketing & Development Services Directorate for its efforts in preparing and printing information materials in advance of the meeting.

6. USSA Financial Statements 2015/16

The USSA President and the USSA Chief Executive introduced the Students' Association Financial Statements 2015/16, noting that these are provided to Court annually for information, following approval by the USSA Trustee Board. Court noted that, although income in 2015/16 had reduced overall, a financial surplus had been achieved for 2015/16, mainly as the result of savings generated following an organisational review undertaken in the previous year. Court noted that previous issues identified on cost controls had been addressed and that USSA was currently on budget for 2016/17, whilst finalising its staffing complement and continuing to focus on identifying additional efficiencies.

Court noted the USSA Financial Statements for 2015/16 and welcomed the intention to bring forward the USSA 2017/18 Budget for approval in June.

Items for formal approval

7. Convener's Actions

There were no actions to report since the last meeting.

8. Corporate Risk Register

Court **noted** and **approved** the top risks and associated mitigating actions. In discussion, it was highlighted that a number of risks with responsibility currently attributed to the Chief Operating Officer required to be reviewed in light of the proposed change in senior officer roles.

Members noted the presence of a continuing risk relating to the need to maximise opportunities from the University's partnership with the National Physical Laboratory (NPL). It was agreed that a progress report on the development of NPL would be presented at the next meeting of Court in June.

9. Revisions to Charter and Statutes

At its last meeting on 2 March 2017, Court had approved draft amendments to the University's Charter and Statutes. These amendments had been considered and endorsed by Senate on 29 March 2017 and were now provided to Court for final consideration and approval. It was noted that, following this approval and subject to the successful conclusion of informal discussions with the Scottish Government, the amendments would be forwarded to the Privy Council for consideration and approval.

Court unanimously **approved** the Special Resolution provided in Paper D, to the effect that:

- the University's Charter be amended as follows:

In paragraph 7.3 – For “Chief Operating Officer, who shall be the Secretary of Court”
substitute “University Secretary”

By a majority of those present and voting (with one recorded abstention), Court **approved** the Special Resolution provided in Paper D, to the effect that:

- the University's Statutes be amended as follows:

In Statute 2 –

- *Delete* paragraph 2.5.7
- *Re-number* paragraphs 2.5.8-2.5.9 as paragraphs 2.5.7-2.5.8
- In paragraph 2.5.8 as *re-numbered* for “twelve” *substitute* “thirteen”

In Statute 3 –

- In *paragraph* 3.1.1 for “Deputy” *substitute* “Associate”
- In paragraph 3.1.2 before “Deans” *insert* “Executive”

In Statute 6 –

- For “Chief Operating Officer” *substitute* “University Secretary” wherever it occurs

Court further **approved**:

- The delegation of appropriate authority to Court Business Group to consider and approve any non-material amendments to the wording of the Charter or Statutes that may be required following submission to the Privy Council.

10. Appointment of University Secretary and Compliance Officer

Following a robust selection process and appropriate consultation with Senate, Court was invited to approve the recommendation that Dr Veena O'Halloran be appointed to the position of University Secretary and Compliance Officer (with the initial title of Chief Operating Officer and University Secretary, pending changes to the University's Charter and Statutes).

Court **approved** the appointment, welcoming the opportunity to strengthen the importance of this role and noting the close involvement of lay members of Court in the selection, interview, and appointment process.

Court offered its formal congratulations to Dr O'Halloran on her appointment.

Committee Reports

Court received and **noted** the following committee reports:

11. Senate

Court **noted** Senate's endorsement of the proposed amendments to the University's Charter and Statutes.

12. Executive Team

Court **noted** the range of issues discussed at recent meetings of the Executive Team and particularly welcomed an increased focus in regular discussions in regard to arising Health & Safety issues.

13. Court Business Group

Court **noted** and welcomed CBG's advance consideration and scrutiny of the Court agenda and its substantive items.

14. Court Membership Group

Court **noted** that CMG, following a public and compliant recruitment exercise, had shortlisted a number of potential candidates for lay membership of Court. Appointment recommendations would be brought for approval to the next meeting of Court on 20 June 2017.

15. Audit Committee

Court **noted** the items discussed by Audit Committee at its recent meeting on 23 March 2017.

16. Staff Committee

Court **noted** the items discussed by Staff Committee at its recent meeting on 15 March 2017.

Date of next meeting

- Tuesday 20 June 2017

DT, May 2017

**Q3 Business Report 2016/17 and
International Strategic Partnerships Update
[RESERVED ITEM]**

**2017/18 Budget, Financial Forecasts, and Operating Plan
[RESERVED ITEM]**

Exploration of future borrowing facilities
[RESERVED ITEM]

USSA - Review of the year, look ahead and 2017/18 Budget

Introduction

1. This short report provides context to the 2017/18 USSA budget as well as a brief overview of the past year and some of USSA's planned activities for the upcoming academic year.
2. 2016/17 was a year of transition within USSA. The Association moved from an interim Chief Executive handing over to our new Chief Executive, a new trustee board and a new team of sabbatical officers taking up their roles. It has been a period of change and development across the organisation and time has been spent developing systems and processes in finance and HR over this past year. Much of the work has been operational in nature and the Association has had some notable successes across several of our services from the triumphs of our sports teams in the BUCS leagues (currently in 23rd position), to our commercial venues winning the national Best Bar None award, working with the University on its Fairtrade status and the Association collecting a Green Impact award for our work on sustainability. We have seen more students using our recently refurbished study space/ coffee shop, Recharge, and our commercial services have held up through the year although further work is required to diversify our commercial revenue over the coming years.
3. USSA has ambitious plans over the next 12 months and is looking to collaborate with the University on several projects that will benefit our students. There are plans for new and improved services for our members with an increased focus on international students, postgraduate students and those from widening access backgrounds. Digital engagement will feature prominently in the year ahead (a new website and content management system is due to launch in August 2017) and new commercial offerings will offer students enhanced opportunities to ensure they maximise their student experience.

USSA Budget – 2017/18

4. A balanced budget has been approved by the USSA Trustee Board and is recommended for approval by University Court. The presented budget is a balanced budget and generates a modest surplus of £16,000.
5. Block grant income is increasing 0.5% to £1.492m (pending final confirmation from the University). In addition, commercial activities will contribute £320,471, an increase of 7.4% on 2016/17 as a result of renewed focus on advertising and marketing revenues as well as generating increased revenue from existing and new commercial venues. Total income from other sources is forecast to increase by over 10% due to increases in sports membership pricing and the number of members. A review of USSA's commercial activities will take place during Q1 of the 2017/18 financial year and a report will be available by the end the year.
6. Total staff costs amount to £1.292m, an increase of 0.75% compared to 2015/16. This reflects further savings in staff costs over the course of 2015/16 and incorporates staff increments and anticipated rise in cost of living.
7. USSA has had to increase depreciation by over £45,000 to take account of the move out of the existing building in August 2020. Some of the capital expenditure was previously depreciated over 8 years and this has now been reduced to 4 years to minimise any write off at the time of the move out of the existing building.

Governance

8. **External Trustees** – USSA's four new external trustees have been a valued addition to the trustee board. There is currently one vacancy on the board and recruitment is ongoing for an individual with communications experience for this role.
9. **Incorporation** - USSA started down the road to incorporation last summer, however, incorporation had to be delayed due to the final salary pension scheme that USSA currently pays into. Each year the Student Union Superannuation Scheme (SUSS) opens a window to allow student unions to incorporate and work is currently underway to ensure that USSA meets all the requirements for this year's window which opens on the 1st July (and closes on 30th September 2017). USSA should be fully incorporated by the end of September 2017. Court members approved USSA's Article of Association last year - there have been no subsequent changes and these will be USSA's new Articles. A fuller update and timeline for USSA incorporation is provided in Appendix 2.
10. **Committee structure** – The trustee board has developed two sub-committees of the board, 'Finance, Audit and Risk Committee' as well as an 'Investment and Enterprise Committee', both of which have taken on substantive pieces of work over the past 12 months.
11. **Training and development** – Trustee training and induction has taken place through the year and additional training is scheduled for August for the new trustees. Trustee development and effectiveness will be a key focus for 2017/18 for the Association.

Financial Matters

12. **Internal Audit** - USSA has worked closely with internal audit this year to tackle the areas highlighted in their most recent report and significant progress has been made to date. USSA welcomes next years internal audit and believe that Court will see the improvements to systems and processes that were highlighted in previous reports.
13. **Risk Register** – USSA has updated its risk register for 2017/18 with input from the trustee board and this is attached for information – please see Appendix 3.
14. **Reserves** – USSA adopts a minimum reserves policy which has been significantly affected because of FRS102 and the pension deficit coming onto the balance sheet. Our reserves policy states that 25% of USSA's basic running costs must be retained at all times to ensure the immediate sustainability of the Association. At present USSA is in breach of its minimum reserves policy and the Trustees have made this a priority to ensure long term financial stability.
 - Total budgeted running costs for the Association: £1,912,920
 - Target Reserves Position: £478,230
 - Estimated reserves at year end: £373,928

15. **VAT** – The Association has submitted a VAT reclaim to HMRC for a significant VAT rebate (circa £100,000) and should the claim be successful it will go a significant way towards replenishing USSA's reserves. The Trustees have stipulated that any funds recovered go directly towards replenishing USSA's reserves. USSA will keep Court updated on progress with this claim.
16. **Finance Manager** – The Association has struggled to recruit a finance manager throughout most of 2016/17 and has worked with Johnston Carmichael to provide the monthly management accounts. We have now recruited a new Finance and Central Services manager who will start with USSA at the beginning of September and bring further expertise and scrutiny to the USSA finances.
17. **Commercial Venues** – USSA's commercial venues continue to come under pressure from outside competition and the decrease in footfall within the John Street building. The refurbished coffee shop was popular with students this year and USSA will build on the concept in the coming year to create a study space within USSA for students. Our bars sales have been under budget for the 2016/17 financial year and in compiling the budgets the 2017/18 forecasted bar sales are more conservative and realistic. USSA is planning on opening a shop within the Union in September 2017 and intend to sell 'grab and go' food, stationary, health foods and international foods from this space. This shop will replenish lost revenue from the NatWest bank who moved out from April 2017.

Strategic Plan

18. The strategic plan is currently under development with completion by the end of the year and launch in January 2018. There have been several pieces of work undertaken over the past 12 months feeding into the strategic development, most notably USSA's internationalisation strategy, a gender review of our democratic structures and a rebranding exercise currently being undertaken by D8.
19. USSA plans to develop a communications strategy and culture change plan to accompany the new strategy and will have these ready for the launch in January 2018. USSA will work closely with the University and in particular Ray McHugh and his team to ensure that our communications strategy is complimentary and working in tandem with the strategic goals and priorities of the University.
20. An operational plan has been developed for the Association from June 2017 onwards to ensure delivery of key projects and aspects of USSA's work. The board have also established objectives with the Chief Executive Officer for delivery over the next year and the strategy is one of the top priorities.

Recommendations

21. Court is invited to:
 - **Approve** the 2017/18 USSA budget
 - **Note** the incorporation timeline
 - **Note** the progress made by USSA over 2016/17 and plans for 2017/18

**University of Strathclyde Students' Association 2017/18 Budget
Appendix 1
[RESERVED ITEM]**

Appendix 2: Briefing on USSA Incorporation

Introduction

USSA, like many student unions in the UK, is making the move from an unincorporated association to an incorporated association. This process has been underway for some time and the University Court approved USSA incorporation in June 2016 along with the revised Articles of Association. This constitution was taken to a referendum of the student body and passed in November 2016. This laid the groundwork for incorporating the association and the paperwork has all been checked and approved by OSCR. The challenge throughout this process has been the Student Union Superannuation Scheme that USSA remains a member of, even though it is closed to new members. The SUSS scheme opens annually for a short period of time where incorporation has to take place to avoid triggering the pension debt.

Why incorporate?

There are sound legal reasons to move from an unincorporated form to incorporation. For example, an unincorporated association has no separate legal identity from its members or its governing body, therefore, contracts on behalf of such an association must be signed by individuals (such as office bearers) on behalf of the organisation and individuals have to take (or defend) court actions for the organisation. By contrast, an incorporated body like a company has a separate legal identity and enters into contracts, takes (and defends) court actions, etc. all in the name of the company.

Furthermore, a company has “limited liability” protecting members on the dissolution of the organisation but no such protection exists for an unincorporated association.

OSCR has a “legal forms factsheet” at <http://www.oscr.org.uk/media/2506/legal-forms-factsheet.pdf> which compares key characteristics of common types of constitutional form used by charities.

SUSS Pension Scheme

As mentioned previously the SUSS pension scheme presents a challenge when changing legal entity as USSA does not want to trigger a section 75 debt which would result in payment of our current liability of £363,000 in its entirety. At present USSA spend approximately £23,000 per annum funding this liability (this is due to increase to approximately £28,000 from October 2017).

Each year SUSS re-opens for a temporary period from **1 July 2017 to 30 September 2017** (the “**Relevant Period**”). This enables SUSS Employers, such as USSA, to incorporate without a significant debt becoming due to SUSS. There are a number of conditions and prescriptive steps that must be satisfied in order to incorporate during the Relevant Period and avoid a debt falling due.

2017 Timetable

In view of the above, and the necessity for the prescriptive steps of the general easement to be conducted in strict succession and without undue delay, it is vital that 2017 incorporations are tightly coordinated due to the limited time that SUSS is re- opened.

SUSS Employers wishing to incorporate in 2017 must therefore organise themselves as follows:

- (a) Unincorporated Unions wishing to incorporate must write to the NUS and the SUSS Trustees **no later than 2 June 2017** requesting that SUSS re-opens. USSA has already

written to both NUS and SUSS with our intention to incorporate.

- (b) Incorporated Unions must be established at the very latest **by 26 June 2017**. Failure to ensure that an incorporated Union is registered at Companies House by this time could cause significant delays and increased costs for the SUSS Employer wishing to incorporate. Paperwork for registration with Companies' House will be brought along to TB5 for signing.
- (c) All incorporated Unions must remain participating in SUSS for the duration of the Relevant Period. They must not cease to participate prior to the closure of SUSS on 30 September 2017. To this effect, the unincorporated Union and the incorporated Union will be responsible to pay the costs of the additional benefits to be earned by the two active members for potentially the duration of the Relevant Period.

Costs

The SUSS Trustees' legal costs for dealing with incorporations in 2017 is **estimated to be £5,500 per Union including VAT**. This assumes that the unincorporated Union and the incorporated Union adopt the prescribed procedure set out in the Guidance and no substantial amendment is made to the precedent documentation.

The USSA solicitor, BTO, has estimated their fee at approximately **£4,500 including VAT** for the work to be undertaken around incorporation.

The unincorporated Union and incorporated Union will also need to agree to pay the cost of the accrual of future benefits in SUSS earned by the two active members for potentially the duration of the Relevant Period. The SUSS Actuary has indicated that for 2017 this will be **21.8%** of pensionable salary.

Appendix 3- USSA PROPOSED Risk Register 2017/18

Risk	Description	Gross risk			Residual risk				Status Direction	Assurance
		Probability	Impact	Total	Probability	Impact	Total	Rating		
1	Sources of funding become constrained due to over reliance on University block grant	5	4	20	4	4	16	High	↔	Develop funding strategy
2	Changes in governments' policy results in loss of business (Scotland, Glasgow, UK and Europe)	4	5	20	3	5	15	High	↔	Chief Executives Report / USSA officers review of external context
3	Unable to meet pension liability	4	5	20	3	5	15	High	↔	Reserves Policy / Secure underwrite from University
4	Reputational risk due to staff or Executive comments in media/online	4	5	20	3	5	15	High	↔	Media training with staff and executive officers / media protocol in place before any press work undertaken
5	Continued fall in revenues result in commercial services no longer viable for USSA and are a drain on resources	4	5	20	3	5	15	High	↔	Look to diversify income streams/ regular financial reporting to management team and trustee board
6	Changing student population makes strategic plan priorities less relevant	5	3	15	5	2	10	Medium	↔	Annual review of strategic plan
7	USSA policy position means USSA breaches UK Prevent Policy rules	5	5	25	3	4	12	Medium	↔	Chief Executives Report
8	Governance fails in managing financial controls, regulation compliance or proactive malicious behaviour	4	5	20	2	5	10	Medium	↔	Finance & Audit Committee reports to Board. Internal & External Audits. Board Agenda: Governance.
9	Major disaster affecting immediate ability to continue in business	1	5	5	1	4	4	Low	↔	Business Continuity Plan in place - currently being updated
10	University ceases sharing data with USSA as there is no data sharing agreement in place	3	4	12	1	4	4	Low	↔	Expedite data sharing agreement with the University and work to ensure it is future proof with regards to GDPR.

National Physical Laboratory Partnership Update Report

Introduction

1. This paper provides an update on how the NPL Partnership is progressing following the signing of the formal Partnership Agreement between the UK Government and the Universities of Strathclyde and Surrey in April 2015.

Background

2. The National Physical Laboratory is the UK's principal National Measurement Institute (NMI) and is a world-leading centre of excellence in developing and applying the most accurate measurement standards. It has an annual turnover of around £85 million and employs 800 staff, including 550 scientists and engineers. More details are available on the [NPL website](#).
3. The UK Government embarked on putting in place new ownership arrangements for NPL back in November 2012, with the aims of growing its science base, transforming and upscaling its links with industry and expanding its international activities and impact. Strathclyde's initial bid to partner NPL was submitted in December 2013. Following shortlisting, our final proposal, which was subject to rigorous review by Court, was submitted in April 2014.
4. Strathclyde/Surrey were awarded preferred bidder status in July 2014 but it took until April 2015 before the Strategic Partnership Agreement was signed. A new Chair was appointed to the NPL Board in February 2015 and this was followed by the replacement of the long serving former NPL CEO by Dr Pete Thompson in the summer of 2015
5. The rationale for pursuing a strategic partnership with NPL included significant alignment between NPL's activities and the University's academic strengths with potential for reputational enhancement and the benefits associated with that. The proposal also offered an opportunity for the University to realise a modest financial return on its investment of £5million over 5 years, but more importantly with an expectation of leveraging significant additional income from research grants and contracts and knowledge exchange activity. The University's bid drew a significant level of support from industry and academic partners.
6. Our original proposal to Court set out the key benefits from Strathclyde's participation in the strategic partnership. These included:
 - Use of NPL's partner and industry network to grow our research collaborations, income and profile, particularly in lucrative areas like Horizon 2020
 - Influencing the future direction of National Measurement Service (NMS)/NPL Science programme funding
 - Growth in our PGR population in collaboration with NPL and partners

- Strengthening of our relationship with Government and Government Agencies
- Potential to grow our KE activity alongside a growth in NPL's Non-NMS activity
- Gaining exposure and profile with International National Measurement Institutes (NMIs)
- Access to new research facilities for our staff and students
- Establishing an NPL Regional Hub located on the Strathclyde campus
- Supporting our existing Tier 1 Partners in exploiting metrology for competitive advantage
- Access to new academic, industrial and international relationships
- Lifting the University's role in setting the agenda for policy matters and in participating closely in new areas of research science such as those described as the eight great technologies (including Quantum Technologies).
- Boosting the University's credibility with Research Councils and major international players.
- Significantly enhancing the University's brand and reputation.

7. Progress achieved to date against these initial objectives is indicated in Annex C below.

Implementing the Partnership Agreement

8. A summary of the Partnership proposal is attached (Appendix A), including the expected key deliverables. Monitoring the achievement of these deliverables is a matter for the NPL Board ultimately, but there is also a Joint Working Group (comprising representatives from Strathclyde, Surrey, BEIS and NPL) that take a closer interest in the delivery of the Partnership objectives. Within Strathclyde an NPL strategy group and operational group (see Appendix B) oversee the partnership objectives under the leadership and direction of the Executive Dean of Science.
9. Progress in developing the Strategic Partnership has been slower than we anticipated with the NPL senior team very internally focussed in transforming NPL with a key sector focus that would enable it to build on its strengths while withdrawing from those areas where it did not have the right capability to operate in the global marketplace.
10. An early requirement for the Partnership was to assess the quality and impact of the science of NPL. An expert panel (the Science and Technology Advisory Council - STAC) was formed and based on STAC's review of the science capability, NPL has adjusted its focus resulting in over 60 staff leaving NPL providing headroom to recruit new talent. This business transformation process while ultimately successful for the NPL business has consumed significant leadership and management resource at the expense of the strategic partnership. Professor Littlejohn is a member of STAC, which meets twice a year.
11. Strathclyde has provided strong support to NPL throughout this change process which has many parallels to the changes that have taken place at Strathclyde in recent years. NPL

has been able to deliver its financial targets during this period and enjoyed the injection of significant cash investment from BEIS to write off debt and reduce its substantial pension deficit.

12. More recent changes to NPL's Governance structure include the appointment of a new Director of Research as well as a new Director of Operations.
13. Despite NPL's major distractions, progress has been made in taking forward the partnership deliverables. A formal Framework Agreement has recently been concluded between NPL and Strathclyde regarding the basis of operation of NPL Scotland. The work of the Strathclyde Operational group simplified the preparation of the Agreement.

NPL Scotland

14. An NPL Scotland Hub has been established under the leadership of Matt Maynard, formerly of Rolls Royce and Nanyang Technological University; this is a jointly funded post. Matt has been building the team capability in Scotland with the appointment of two business development staff and a research engineer dedicated to the Weir Advanced Research Centre.
15. Matt Maynard has also been appointed as Head of the Advanced Manufacturing Sector within NPL, in addition to his role as NPL's Director in Scotland. This will strengthen the development of the sector strategy by using University of Strathclyde's considerable industrial reach via AFRC and CMAC. It will also ensure that the work around the National Manufacturing Institute for Scotland can influence the Sector Strategy.
16. The current focus of NPL Scotland activities are: leadership of NPL's contributions to Advanced Manufacturing; acting as an effective conduit to NPL at Teddington and the other regional Hubs; increasing NPL's footprint in Scotland; and establishing self-sustaining technical capability in support of Industry in Scotland and wider afield.
17. Under Advanced Manufacturing, NPL is in the process of developing its own strategy for this area. The NPL Advanced Manufacturing strategy will bring together the wider National Measurement System (NMS) strategy published earlier this year by BEIS, the activities of the High Value Manufacturing Catapult, the UK's research and industrial communities and NPL's current and aspirational capabilities. This work is being supported by some investment in digital supply chain and additive manufacturing projects, both of which will include subcontracted work to the University of Strathclyde. A wider funding proposal as part of the Industrial Strategy Challenge Fund is in the process of being submitted and will include substantial opportunities for NPL and its strategic partners to combine their efforts, including more extensive initiatives within Scotland.
18. The NPL Scotland team is developing engagements with the research communities across the University of Strathclyde, as well as reciprocal activities amongst the research groups at NPL. Progress has been slow but now that the Sector Heads at NPL have been appointed and funding opportunities are becoming clearer, progress will increase significantly over the next 12 months.
19. As NPL attempts to recruit new talent to support its new strategic plan, it is clear that solely recruiting in London and the South East of England is limiting the pool it can recruit from. As

a result there is greater interest in recruiting talent within Scotland and hosting them within the NPL Scotland operation. To date three offers have been made to candidates in Scotland. The first is a Product Manager for NPL's Advanced Manufacturing activities and other two are for technical writers to design commercial training products for industry. All three roles will augment wider NPL-Strathclyde activities either within the NMIS initiative or supporting the Engineering Faculty's Flexible Learning Centre (FLC), who have previously agreed to host NPL training content under a shared revenue agreement.

20. As previously reported, NPL Scotland is actively seeking to build in-house technical capability arising from the requirements of potential commercial partners. In the initial phase, NPL Scotland is presenting an opportunity for potential commercial work jointly between NPL and Strathclyde, whenever a combined offering has distinct benefits for the project. The reception so far from industry has been positive and NPL Scotland expects to expand its in-house capability significantly over the next twelve months.
21. To date, one first-class senior joint research appointment has been made in DMEM, in the area of Advanced Manufacturing, with close collaboration with AFRC. Attempts to appoint a similar calibre of staff to two other areas of joint research are still on-going.

Postgraduate Institute (PGI)

22. The Postgraduate Institute in Measurement Science (PGI) is the premier UK and International centre for doctoral training and skills development in metrology and metrological applications and offers a specialist postgraduate programme supporting world-leading research and developing highly skilled graduates. The research fostered by the PGI underpins the development of innovative measurement solutions for a wide range of sectors, technologies and applications. Strathclyde played a leading role in the creation of the PGI and continues to provide leadership and investment to ensure the PGI achieves its key aims in relation to training, growth, and industrial engagement.

Core Training Modules

23. The PGI has now implemented the first phase of a training programme designed to give each student a core grounding in fundamental aspects of metrology. Additionally, and dictated by PhD project relevance, students are also now able to choose from a growing range of specialist training opportunities delivered by expert practitioners. As expected with a UK-wide doctoral centre, a significant proportion of the training is delivered using videoconferencing facilities, ensuring equality of access for the distributed PGI students. Strathclyde and Surrey are also assisting with the development of the supervisory capacity of staff at NPL.

PGI Studentships

24. Currently, there are over 180 doctoral students associated with the PGI. The Strathclyde cohort within the PGI is currently 30 students with a further 11 studentships to commence in October 2017. Surrey, currently has the largest cohort (38 students), with the remainder made up of student blocks from Cambridge, UCL, Imperial, Manchester, and Royal Holloway, with smaller numbers associated with other HEIs. The number of doctoral students associated with the PGI is anticipated to increase annually, with a projected 260 students by 2018. Since 2015, there have been 137 papers published with student co-

authors as part of this collaboration. There are also significant student growth opportunities available to the PGI via partnership with EPSRC funded Centres of Doctoral Training and in collaboration with industrial partners, which is now a significant focus for the Director of the PGI, Dr Richard Burgette .

Industry engagement

25. Although the PGI is open to all industrial engagement, there is a targeted strategy to create direct industrial collaborations with three large organisations identified as part of the initial stage of a phased approach: Rolls-Royce, GSK, and BT. Interactions with Rolls-Royce have been at a senior level to ensure that models for studentship engagement are viable and can be initiated following a strategic research funding agreement. BT has committed to fund their sponsored PGR students to access PGI training. At Strathclyde, Deputy Associate Principal (R&KE), Prof. Billy Kerr, is supporting the strategic link between the PGI and GSK. Plans are being discussed to expand collaborative joint studentship activity with industry through NPL-based co-funding commitments. .

Academic Engagement

26. Academic peer-to-peer engagement with NPL is gradually increasing, with examples of engagement including joint studentships, investigative workshops and meetings, co-applications for funding (15 joint research funding applications within the last 18 months, 7 awarded funding from UK and EU funders and a number still awaiting decisions), joint papers (more than 10 joint publication within the last 18 months), and nascent commercial activity. As anticipated, activity has focused on the Science and Engineering faculties, but there is a joint project with the Business School that has commercial implications.
27. Staff within NPL Scotland have been helping to broker discussions between researchers at Strathclyde and NPL in areas of mutual interest but where there has not been previous collaboration. This has included initial workshops with the new Sector Heads at NPL and key academics at Strathclyde. Follow-up engagement for more targeted research discussions is being organised.
28. Within Bionanometrology there have been two Chancellor Fellows appointed with an intention to enhance collaboration with NPL in biotechnology/ super-resolution microscopy. The Digital Health Institute has created links between Strathclyde, Surrey and NPL with a joint application now in progress. NPL has helped connect the High Value Manufacturing Catapult with the Digital Catapult, with joint equipment to be installed at the AFRC in the coming weeks.
29. Examples of funding successes that have benefited from the NPL relationship include a £2.7M equipment grant awarded to Physics, with multiple NPL support and engagement (3 groups); a H2020 Training Network award in Quantum Technologies involving NPL as non-funded beneficiaries (total €3.9M award, Strathclyde €0.55M); £500K EPSRC grant led by Maths and Stats, which was won following a successful workshop with NPL at the beginning of 2016; the inclusion of NPL in the successful renewal of the EPSRC Continuous Manufacturing Hub; plus a £100K EU funded proposal and a £400K EPSRC funded proposal, both led by EEE/PNDC.

Internationalisation

30. Progress on the international front has been a little slower than expected. NPL's international focus has mainly been restricted to the community of international National Measurement Institutes. Strathclyde has developed links with NPL's sister organisation in the United States (NIST) and we are working with NPL partners to develop a road map for China, focussed in the first instance on collating market intelligence, connections and opportunities in Space, Air Pollution and Communications. The NPL Board are now placing a greater spotlight on the company's international positioning and, with increased leadership capacity in place coupled with the recruitment by NPL of a significant number of new senior scientists and engineers, there is scope for NPL to significantly increase its international impact, with Strathclyde well placed to support that effort.

Financial

31. Strathclyde and Surrey committed additional spend of **[RESERVED]** each over 5 years to March 2020 on the NPL collaboration. The following is an update on spend for both universities to March 2017. With more joint appointments coming on stream, expenditure will begin to accelerate, as will revenues from grant awards etc. The financials will be reported through our routine business reporting process.
[Reserved Table removed]
32. The financial risks associated with the NPL Partnership are low. The biggest risks for Strathclyde are:
 - i) Failure to fully exploit the opportunities available to Strathclyde in being the strategic partner in a UK Government National Laboratory, with all the association value that provides. The benefits of the Partnership for Strathclyde as set out at the outset of the venture remain relevant and we are making good progress to date in challenging circumstances. With the NPL restructuring nearing completion and key NPL Scotland resource in place, we are moving into a critical new phase of the venture which we should be very well placed to exploit.
 - ii) In the event that NPL does not deliver against the Ministerial Objectives for the Strategic Partnership, Strathclyde could suffer reputational damage by association. This is not an immediate risk but we are alert to the need to ensure that we work closely with NPL and other partners and in a way that is mutually supportive and rewarding. Put simply, if NPL

is a huge success and outperforms against the original ministerial objectives, Strathclyde's reputation will be enhanced and we should reap the associated rewards both academically and financially.

Partnership KPIs

33. As we approach the second anniversary of the signing of the Partnership Agreement, there is a recognition and requirement that we agree with BEIS a set of KPIs that will enable us to track the success of the Partnership in delivering the initial Ministerial Aims for NPL. These will underpin the delivery plans that we have in place and will develop in the future. Strathclyde has taken the lead in working with Surrey and NPL to formulate high level strategic KPIs, the general nature of which is set out below.

Strategic Partnership Key Performance Indicators

At the heart of the partnership is a common purpose to contribute to and improve humanity through sustainable social, economic, health and well-being development.

The Key Performance Indicators (KPIs) of the partnership are intended to reflect this underpinning purpose and have been categorised into six core areas:

1. Quality of science
2. Reach of science and scientific training
3. Downstream service impact
4. Impact on regions and "the nations"
5. International status
6. Sustainable growth

These areas link the central aims of NPL and the Partnership namely: the establishment of excellent science and engineering capability, which generates knowledge through collaborative R&D; expanding the creation and delivery of products and services; delivering impact across the UK; enhancing NPL's international status and influence; and supporting NPL's long term financial sustainability.

34. Appropriate metrics will be agreed for the above strategic KPIs and these will be underpinned by related operational KPIs as agreed between NPL, Strathclyde and Surrey. Following detailed discussions of the KPIs at the April Joint Working Group meeting, a small working part comprised of David Littlejohn, Greg Melley (Surrey) and Martyn Sene (NPL) will produce the final version of the high level, strategic KPIs for approval by all partners, including the BEIS by the end of July 2017. The associated operational KPIs will

be developed thereafter and used to monitor progress at a more detailed level, however only the strategic KPIs will be used for formal reporting to BEIS.

Conclusions

35. With a procurement period that stretched over two years and with the enormous internal changes required subsequently at NPL when it was created as a government company, Strathclyde has invested significant leadership time in the NPL Strategic Partnership. Securing the Partnership was a major coup for Strathclyde and the potential rewards as set out in our original proposal to Court remain relevant and eminently achievable.
36. Good progress has been made and, while that progress in some areas is slower than we had planned, we have helped NPL develop itself into a much stronger business and we have built strong relationships with BEIS, NPL and our other partners. We are now well placed to reap the rewards of those strong foundations and our strategic association with NPL. There is, of course, a good fit between NPL and Strathclyde's strategic research themes and, indeed, we share the same industry partners across a range of sectors. All of this enhances our reputation, is fully aligned to our own Strategy and strengthens our positioning in exploiting emerging opportunities like those arising from the UK's Industrial Strategy.

Recommendation

37. Court is invited to consider and comment on the progress achieved in delivering the objectives of the NPL strategic partnership.

June 2017

Summary of the Strathclyde/Surrey NPL Proposal
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Achieving scientific excellence

- Create a robust new governance structure with strong representation from both the national/ international science communities and key industries to ensure that NPL's research is influenced by leading scientific activities as well as supported and focussed on major global challenges in areas of international significance where metrology science can have a major impact.

Geographic Expansion through NPL Regional Hubs

- Use our significant leadership experience in establishing and managing innovation infrastructure to fully integrate the NPL Regional Hubs into the UK Innovation landscape.
- Create 3-5 regional hubs in conjunction with LEPs, Scottish Enterprise and HEIs, with each growing to about 50-100 staff and students.
- Each regional hub will focus on academic strengths, critical mass, and strong industry engagement and take a leading role for NPL in driving activity to enable more effective identification of metrology challenges raise the ambition and confidence of university research teams, NPL staff, and industry to push the boundaries.
- Through greater integration and collaborative working with NPL's measurement capability, the regional hubs will catalyse stronger links and collaborative working between NPL, the science base and the business community.
- To address metrology challenges (integral to specific industry challenges), regional hubs will draw upon metrology expertise from across the UK innovation landscape (NPL Teddington, other NPL regional hubs, LGC and universities and relevant research institutes in the innovation network). A core philosophy within our proposition for NPL is to create mechanisms whereby collaboration between institutions, NPL and Industry can flourish and regional hubs are a cornerstone in that approach.
- Appraise and sanction each candidate hub against a detailed business plan, and will be willing to provide a total of £3M over 5 years to establish these hubs.

Growing NPL's business and fostering innovation

- Establish 5 Joint Research Centres and make joint **appointments** in areas relevant to major, emerging global markets and technologies against an approved Business Plan in the following areas:
 - Global Satellite Sensing (GLoSS)

- Metrology for Healthcare (incorporating: NPL/Surrey Proton Beam Therapy, Strathclyde's Nanometrology and LGC's diagnostics and biomarker expertise with international collaboration with Stanford/ NIST)
- Surface Metrology (incorporating IMRC in Advanced Metrology - Huddersfield) including co-locate existing Huddersfield NPL metrology activity with our highly complementary EPSRC Centre for Innovative Manufacturing in Advanced Metrology, and the staff, students and facilities within this and the Centre for Precision Technology. The hub will form the basis of a regional, national and European Centre of Excellence for Advanced Metrology and we intend to establish a doctoral training centre and extend the range of facilities and capabilities available within it.
- Measurement Science with Industrial Applications with an initial focus areas will be in Energy and Advanced Manufacturing.
- Quantum Technologies
- Work with our other academic, industrial colleagues and BIS to ensure NPL is linked to all of the UK innovation infrastructure.

Graduate Institute in Measurement Science and Engineering

- Form a Graduate Institute in Measurement Science and Engineering that will:
 - Attract the best PGR students and researchers into measurement science and engineering
 - Create a community of early career researcher (ECR) staff to re-invigorate NPL research
 - Attract visiting researchers (PhDs and RAs) and academic experts from across the World
 - Develop talented current ECR staff and create a pipeline of potential new staff
 - Strengthen the capabilities of existing NPL senior research staff
 - Grow engagement of NPL with UK industry
 - Increase the reputation and influence of NPL
 - Establish NPL as national centre for PGR training in topics relating to measurement science (including biosciences) and engineering
 - Have up to 300 postgraduate students by year 5 of our Partnership
 - Form a key mechanism that facilitates more effective, higher level, scientific/ research engagement with NPL's industry partners, and direct economic benefit to these companies via professional development, enhanced knowledge exchange, accelerated technological innovation and access to "challenging and independent thinking".
- Introduce an innovative Doctorate@Work scheme, whereby staff in research related roles register for an MPhil or PhD degree at Strathclyde, Surrey or Huddersfield.
- Central support staff at NPL aligned to the Graduate Institute will undertake the organisational, administrative and technical roles to facilitate the efficient operation of the Institute and its activities.

- The work of the Graduate Institute, and its associated activities located within the Regional Hubs will be coordinated by a Director based at NPL. The Director will work with a Graduate Management Team (GMT) comprised of staff from the partnering universities and NPL.
- PGRs in our International partner institutions will participate in the Research Conference and seminar programme building towards joint research proposals and joint research supervision.
- Promote international placements during doctoral training together with opportunities for more experienced researchers.

Attracting investment onto the Teddington Site

- Support the continued ambition to secure adequate funding for a fully funded and equipped Advanced Metrology Laboratory to realise the intention to become a world leading centre for Quantum Mechanics, Photonics and Time measurement, forming a vital bridge between the UK's excellent science base and emerging industry applications and innovation.
- Leverage significant commercial investment from industry and from existing government funding streams to cement AML's future and to achieve long term financial sustainability and growth
- Explore the creation of a specialist *TSB supported Metrology Catapult* at Teddington to provide the necessary impetus for significant commercial exploitation of the UK's metrology expertise.
- Embed NPL expertise within this framework through joint academic appointments in conjunction with NPL. These appointments will form a bridge between our joint intellectual and scientific capabilities and the R&D needs of our industrial/innovation partners. Given that our key market sectors map closely to the UK Industrial strategy, we will use these appointments to ensure we drive the R&D and skills agendas which underpins economic growth.
- Working collaboratively we will:
 - Increase significantly the current capability and capacity of NPL;
 - Support key UK industrial sectors' access and exploitation of world class metrology science;
 - Enhance International partnerships and collaboration;
 - Build a strong academic, science and engineering fundamental research capability;
 - Expand routes to exploitation by building strong synergies with RCUK, TSB and BIS priorities.

Industry Sector Opportunities

- Combine end user connectivity with Science Excellence to scale up industry engagement, and commitment to the science base, via Industry Centres, programmes and involvement in the wider innovation infrastructure (including the Catapult Network and Innovation Centre Network).

- Through this enhanced collaborative approach to end user connectivity, we can support the growth in income from Technical Services and Technical R&D grant substantially beyond the projections in the current NPL Business Plan.

Innovation Infrastructure Leadership

- Provide NPL with the leadership necessary to establish a regional presence with significant impact. Our proposition includes management and academic time to allow NPL to capitalise on our collective experience.
- Joint appointments will be made that will enhance the benefit for all parties, by bridging short-term capability gaps to realise immediate opportunity and to build capability and critical mass to realise emerging opportunities. A significant number will be based at Teddington and appointments will be made selectively where the addition of staff capable of leading successful proposals and projects as Principal Investigator (“PI”) or Co-Investigator (“Co-I”) will (i) accelerate key areas of the shared scientific strategy and/or (ii) accelerate maturity of collaborations between NPL science and the Bidding Group in support of Regional Hubs and Joint Research Centres.
- Expand the Postdoctoral Research Associate community (“PDRAs”) in scientific programmes managed jointly with NPL.
- Additional leadership appointments will be made including:
 - Industry Sector Research Directors, to be appointed for each sector to grow the Sector based metrology opportunities
 - An International Development Director to help advance and coordinate NPL’s Internationalisation profile, opportunities, partnership working and reputation
 - A Director of the Graduate Institute to oversee its development
 - Further appointments to support the Joint Research Centres and Regional Hubs.

Reprioritisation of NMS Budget

- Seek to gain a far greater degree of influence in regard to the priority setting within the NMS budget, while recognising the need to maintain core “sovereign” capacity in areas of national importance.
- Seek to grow the Strategic Research aspect of the NMS budget allocation from the current level of 10% to 15% within 5 years. The additional resource will be allocated by the Strategic Alliance to grow PGR students numbers, create joint appointments aligned to Strategic Priorities and to co-fund Joint Research Centres. Our expectation is that the growth in the NMS sponsored Strategic Research will be matched by the Bidding Group and third party funders.

Rebalancing Capability

- With the Science Leadership team within NPL, we will commission and fund an international review of the science capability within NPL at the earliest opportunity to benchmark the NPL science base against world-leading research quality, and to inform the resource balance between retaining “sovereign” capability and developing leading- edge metrology in selected areas of national and international importance. This review will provide a robust process for ensuring that the core budget provided by BIS will be used most effectively to support the research that is the highest quality, as judged by international standards, and has the greatest social or economic impact for the UK.

International Partnerships

- We will work collectively to strengthen NPL’s international reputation and longer term commercial impact by:
 - Coordinating and strengthening ties with key NMIs and building a network of leading NMIs (NPL, NIST, PTB) to develop and share world leading metrology;
 - Enhancing NPL’s position as a key European player in metrology;
 - Acting as a key influencer and identifying high potential emerging metrology markets particularly within the BRIC countries and South Korea;
 - Ensuring that NPL staff develop and exploit their international networks in key NMIs and research organisations through an expanded and systematic international staff mobility programme;
 - Driving the European Metrology Programme for Innovation and Research to ensure stronger focus on future innovation and commercial impact, by improving the connectivity with key UK industrial players;
 - Developing stronger links with the international science base, through UK universities and other NMIs, to ensure excellence and to provide UK industry and universities with strategic insights into future technologies, for example hosting international symposia around key emerging NPL themes.

Engaging with Business

- Work with NPL to further enhance its engagement with UK and international business to create the following opportunities:
 - **Research Focus and Direction:** Enhanced engagement with business will allow NPL to ensure its research programmes are focussed in the areas of highest priority to the UK economy;
 - **Paths to Exploitation:** A key challenge for the UK economy is to ensure our manufacturers and users of measurement science can exploit NPL’s technology quickly and efficiently. This challenge has been re-enforced through discussions with potential NPL Industry Advisory Board members: BP, GSK, Rolls-Royce and Weir Group. Enhanced engagement with industry will afford us the ability to plot better the journey of technology from low Technology Readiness Levels (TRLs) to exploitation, industrial revenues and return to the Exchequer.
 - **Funding:** The clustering of large UK industry with supply chain partners who support the technology development and exploitation route (including NPL) will create stronger and more successful bidding clusters for National, European and International research funding.

- **NPL Routes to Market:** Working more closely with industry at all levels of the technology exploitation journey will help us to grow partners both to supply services and to exploit science, both of which offer opportunities for enhanced growth rates for NPL.
- Work with NPL management and with UK academic and industrial colleagues through the independent Advisory Board. Where there is a proven market discontinuity to articulate the demand clearly and with our collaborators to develop solutions. The preferred solution will be to strengthen and build on existing UK centres and infrastructure. Where this is not possible the Bidding Group will work to create such centres and infrastructure.
- Work with NPL leadership and others to roll out a co-ordinated programme for NPL engagement with smaller and less R&D-intensive businesses that reflects the above factors.
- Creating an entrepreneurial networking programme analogous to Strathclyde's SEN/S100 run at Teddington and open to staff, Graduate Institute PGR students and "friends" to ensure that entrepreneurial talent is identified, nurtured, supported practically in business creation and celebrated.
- Facilitate 5 NPL Enterprise Fellowships per annum.
- Appraise building and facilities options to jointly supported business incubation for spin-out, start-up and spin-in technology businesses, run by Surrey Incubation
- Use the Bidding Group Leads' well-developed Investor Networks, Surrey100 Angel Fund and Strathclyde's emerging new Investment Funds to seed and co-invest in new NPL-related companies
- Create approximately 20 viable businesses in the first 5 years, 4-5 of which will have achieved significant (>£2M) cumulative private investment by the 5th anniversary and one of which will have achieved a remunerative exit for shareholders.
- Propose an IP audit to assist in determining the strength of the NPL IP portfolio, and how the Leads apply their experience to grow and deliver licence income. Growing NPL's income from IPR licences to c. £1M per annum by year 5 will be a challenging but achievable target.

Internal Governance of NPL Partnership

Members of the NPL Strategy Team

The Strategy team's remit is to review the overarching aims of the partnership and progress towards the expected outcomes. It also focuses on relationship management – with NPL and related partnerships.

David Littlejohn (Chair)	Executive Dean of Science
Bill Ion	Vice Dean (KE) for Engineering
Billy Kerr	Deputy Associate Principal
Craig Young	Head of Researcher Enhancement (RKES)
David Coyle	Chief Financial Officer
Deepak Uttamchandani	Vice Dean (Research) for Engineering
Emer McDougall	Research & KE Operations Manager (RKES)
Matt Maynard	Director of NPL Scotland
Peter Cormack	Associate Dean (International Research)
Ray McHugh	Director of Marketing & Development Services
Rob Martin	Vice Dean (Research) for Science
Stephen Armstrong	Head of R&KE Development Service (RKES)
Stephen McArthur	Deputy Associate Principal

Members of the NPL Operational Team

The Operational team's remit was to review the delivery of the partnership strategy. The primary focus was on the PGI, NPL Scotland, communications and finances, with the development of additional areas, including extending the scope of Joint Research Activities and implementing a joint international agenda. The Operational team produced a set of Standard Operating Procedures to assist the implementation of the NPL relationship, which greatly helped the discussions that have resulted in the formal Framework Agreement between NPL and Strathclyde.

This team was formally disbanded mid-2016, following the appointment of NPL Scotland's Director and the commencement of the NPL Scotland Steering Group meetings. Operational issues are progressed through NPL Scotland management reporting structures, or directly with Operational team members, with reporting and / or issue escalation to the Strategy team or the NPL Scotland Steering Group as appropriate.

David Littlejohn (Chair)	Executive Dean of Science
Andrew MacKenzie	Research & KE Services
Bill Ion	Vice Dean (KE) for Engineering
Emer McDougall	Research & KE Services
Gordon Scott	Human Resources
Kirsty MacLeod	Finance
Lachlan MacKinnon	Media & Corporate Communications
Linda Wallace	Research & KE Services

Pamela Marshall	AFRC/ DMEM
Rob Martin	Vice Dean (Research) for Science
Stella Matko	Estates
Stephen Armstrong	Research & KE Services
Thomas Byrne	NPL Scotland
Val Hunter	Estates

ANNEX C – Progress against objectives

Objective	Status (R/A/G)	Notes
Use of NPL's partner and industry network to grow our research collaborations, income and profile, particularly in lucrative areas like Horizon 2020		No obvious new relationship facilitated through NPL to date. Some new income (as outlined in the report) has been helped by the NPL relationship. NPL Scotland Business Development Manager, employed Q2 2017, should help to address this objective.
Influencing the future direction of National Measurement Service (NMS)/NPL Science programme funding		Took opportunity to comment on proposed content and played a significant role in Science and Technology Advisory Council which influenced the New National Measurement Strategy 2017-2020
Growth in our PGR population in collaboration with NPL and partners		PGI established. 30 joint studentships already started with 11 more to start in October 2017
Strengthening of our relationship with Government and Government Agencies		The strategic partnership was an important element in our Science & Innovation audit.
Potential to grow our KE activity alongside a growth in NPL's Non-NMS activity		NPL have provided funding for 2x £400k demonstrator projects between NPL Scotland, Strathclyde & Industry in order to initiate activity. Other discussions still at the proposal stage but expected to develop quickly with new Business Development manager in post
Gaining exposure and profile with International National Measurement Institutes (NMIs)		Strathclyde invited to participate in EMPIR network meetings with NPL / PTB and other NMIs – this is a prerequisite for participation in the collaborative EU funding proposals. (EMPIR: The European Metrology Programme for Innovation and Research)
Access to new research facilities for our staff and students		Students have access through co-supervision. Staff access, through collaborative projects, still to be developed
Establishing an NPL Regional Hub located on the Strathclyde campus		NPL Scotland established and all core staff in post

Objective	Status (R/A/G)	Notes
Supporting our existing Tier 1 Partners in exploiting metrology for competitive advantage		Initial meetings to discuss the AFRC's Tier 1 members' business need for metrology, have taken place at Main Board and Technical Board level, with the AFRC and NPL also represented on the HVM Catapult Metrology forum. Discussions with senior staff at GSK have taken place, with an initial focus on doctoral training. Tier 1 Partners of CMAC will also benefit from the renewal of the Crystallisation Research Hub.
Access to new academic, industrial and international relationships		Developed relationship with Director of NIST and his senior staff but these have changed owing to the new US Administration. No major new international activity through NPL, which is a weak area for them. The new Industrial Strategy Challenge Fund (£2 Billion per annum by 2020) will provide a step change opportunity to make progress against this target.
Lifting the University's role in setting the agenda for policy matters and in participating closely in new areas of research science such as those described as the eight great technologies (including Quantum Technologies).		Influenced the content of major bids to BEIS for funding through the Industry Strategy Challenge Fund. Commented on NPL's new Sector Strategy. On-going discussions on QT developments at senior level.
Boosting the University's credibility with Research Councils and major international players.		The strategic partnership was helpful in securing £10.3m from EPSRC for Future Continuous Manufacturing and Advanced Crystallisation Research Hub. Other grant wins (as outlined in the report) have been helped by the growing NPL relationship including a recent £1.7m capital equipment award and a £5.8m Quantum award with NPL & Stanford (£2.7m to the university).
Significantly enhancing the University's brand and reputation.		Raised the University's profile in a broad range of metrology and measurement science.

**Proposals for formal engagement with Scottish Enterprise
[RESERVED ITEM]**

European Policies Research Centre
[RESERVED ITEM]

Court and Committee Membership 2017/18

Introduction

1. This paper seeks Court's approval for the appointment of a new lay member to Court for 2017/18, following the conclusion of a suitable recruitment exercise. It also seeks Court's approval of proposed changes to the membership of its key committees. The paper also provides draft membership lists for Court and associated committees for the next academic year. The recommendations in the paper were discussed and agreed by the Court Membership Group, which met on 12 June 2017 to consider membership of Court and its committees for academic year 2017/18.
2. Annex A provides the projected membership of Court for 2017/18, based on the information currently known.
3. Annex B provides the projected membership of Court's committees for 2017/18, based on the information currently known.

Section A: Court Membership

Court Lay Member appointment

4. There is one confirmed lay member vacancy arising on Court for the 2017/18 academic year. At its meeting on 20 February 2017, CMG discussed and approved the launch of an external recruitment exercise to recruit a new lay member to fill this vacancy. This vacancy was advertised externally between 2-30 March.
5. In response to this advert, thirteen expressions of interest were received and were considered by CMG at its meeting on 20 April 2017. CMG identified three potentially suitable candidates and agreed that the Convener Elect, Vice-Convener, and Principal should meet with these individuals. These meetings took place on Thursday 11 May.
6. Following these meetings, the Convener Elect and Vice-Convener conferred, taking a view from the Principal, and offered an appropriate recommendation for consideration by CMG. CMG met on 12 June and subsequently **recommends** to Court:
 - **The appointment of Paula Galloway to membership of the University Court for an initial one-year term, from 1 August 2017 to 31 July 2018.**
7. Paula Galloway was considered by the Court Membership Group to be an excellent candidate for membership of the University Court, meeting the criteria and requirements previously agreed by Court and highlighted in the role description, based on an analysis of the skills and experience of current Court members. She is a Chartered Accountant and currently Head of Audit at French Duncan LLP. She was formerly a Director at KPMG and has served as a co-opted external member of the University's Audit Committee since 2013.
8. In addition to this appointment, CMG considered that it was appropriate to recommend that one of the other candidates be offered the opportunity to serve as a co-opted external member of the University's Audit Committee, where vacancies are expected to arise (see Section B, below).

9. CMG noted the potential for an additional lay member vacancy to arise in 2017/18, subject to the approval by the Privy Council of pending changes to the University's Statutes.
10. At the time of writing, this approval is still pending. Subject to this approval being received in advance of the next calendar year, CMG will consider potential options to fill the vacancy including the possibility of an additional, short recruitment exercise (advertised externally via the University website) supported by a proactive approach to identifying potential candidates.

Staff membership

11. Three vacancies for Senate members will arise in 2017/18 amongst the six elected staff currently on Court. Both Dr Dimitris Andriosopoulos and Dr Johnathon Delafield-Butt will demit office from Senate on 31 July 2017 and their positions on Court will therefore become vacant from 1 August 2017. Dr Veena O'Halloran, due to her recent appointment as University Secretary and Compliance Officer, will also demit office from both Senate and Court with effect from 1 June 2017. The three staff member vacancies arising on Court will be filled following the conclusion of the on-going Senate election process and the results will be communicated to Court at the earliest opportunity.

Student membership

12. Mr Raj Jeyaraj has served one term of office on Court and will demit office as USSA President on 30 June 2017. At this time, his membership of the University Court will cease.
13. Mr Gerry O'Donnell has served two terms of office on Court. He will demit office as USSA Vice-President (Support) on 30 June 2017. At this time, his membership of the University Court will cease.
14. Mr Calvin Hepburn, USSA President for 2017/18, will serve on Court from 1 July 2017. As he served for a term as USSA Vice-President (Sports & Wellbeing) during 2016/17, he will not be eligible for re-election to the USSA Executive in 2018/19 and so is expected to serve only a single year on Court.
15. Ms Taylor Wong, USSA Vice-President (Diversity), will serve on Court from 1 July 2017. This will be her first term of office as a member of the USSA Executive.

Graduates Association member

16. Following a formal resolution by Court on 4 May 2017 to amend the University's Statutes, and subject to final approval being received from the Privy Council, the Graduates Association member is expected to demit office on 31 July 2017.

Local Government member

17. Councillor Stephen Curran is the current Glasgow City Council representative on the University Court until 31 July 2017 and is eligible to continue to serve. However, following local elections on 4 May 2017, it is understood that Glasgow City Council intends to review its appointments to external bodies. The Council will meet on 29 June 2017 to consider its appointments to external bodies and the University will be informed of the outcome following this.

Court Officer-holders

18. Following Court approval on 24 November 2016, Dame Sue Bruce will assume office as lay member and Convener of Court from 1 August 2017.
19. Following Court approval on 2 March 2017, Gillian Hastings will assume office as Treasurer from 1 August 2017 (thereby demitting office as Convener of the Audit Committee – see section B, below).
20. The other Court office-holders will continue in post for 2017/18, as follows:
 - Vice-Convener of Court and Deputy Convener (Staff), Ronnie Cleland
 - Deputy Convener (Estates), Marion Venman
21. **Annex A** provides the projected membership of Court for 2017/18, based on the information currently available.

Section B: Committee Membership

22. At the CMG meeting on 20 April 2017, it was agreed that the Vice-Convener and the Convener Elect should undertake a review of the membership of Court's committees and offer appropriate recommendations for consideration by CMG and approval by Court.
23. This review was undertaken during May 2017 and included one-to-one discussions between the Vice-Convener and a number of members of Court currently serving on committees. As a result of these discussions, CMG offers the following recommendations to Court:
 - **that Alison Culpan be appointed to membership of the Audit Committee from 1 August 2017 (replacing Archie Bethel and demitting office from Staff Committee)**
 - **that Malcolm Roughead be appointed to membership of the Staff Committee from 1 August 2017 (replacing Alison Culpan)**
 - **that Susan Kelly be appointed to the Enterprise & Investment Committee from 1 August 2017 (replacing Gillian Hastings, who will become an ex officio member, as Treasurer)**
 - **that, based on her significant experience, and subject to her appointment by Court as a lay member, Paula Galloway be appointed as Convener of the Audit Committee from 1 August 2017**
 - **that Mr Les Campbell be appointed as a co-opted external member of the Audit Committee for an initial one-year term from 1 August 2017 to 31 July 2018**
24. Les Campbell was considered to be an excellent potential co-opted appointee to the University's Audit Committee. Mr Campbell is a Chartered Accountant and is currently Finance Director at the UK Government Department for International Development. He has held previous senior finance roles at the Student Loans Company and at British Energy plc and Scottish Power plc. He is also a former Audit Manager/Director at PwC.

25. **Annex B** provides the projected membership of Court's committees for 2017/18, based on the proposed appointment recommendations above. The changes to committee membership are highlighted in green and remaining vacancies in yellow.
26. Subject to Court approval of the above recommendations, the remaining committee vacancies for 2017/18 will be addressed in the following ways:
- 1 x lay member position on Court Membership Group. This position is currently occupied by Gillian Hastings who will, from 1 August 2017, become an ex officio member as Treasurer. Further consideration will be given to this position over the coming months and an appropriate recommendation presented for consideration by CMG, via correspondence.
 - 1 x co-opted external member position on Audit Committee. The Committee's Terms of Reference state that: *The Committee may co-opt up to two further members, either lay members or individuals external to the University, for a period of time to be determined by the Committee.* The Convener of Court and Convener of Audit Committee will give further consideration to how this vacancy can be filled and an appropriate recommendation will be considered by CMG, by correspondence.
 - Vacancies for staff member positions on Court Business Group and Court Membership Group. It is proposed that CMG be asked to take a view by correspondence following conclusion of the Senate election process.
27. Vacancies for Senate representatives on the Estates Committee will be determined by the Senate committee election process.

Recommendations

28. Following discussion and recommendation by the Court Membership Group at its meeting on 12 June 2017, Court is invited to **approve** the following appointments:

Court Membership:

- The appointment of Paula Galloway to membership of the University Court for an initial one-year term, from 1 August 2017 to 31 July 2018

Committee Membership:

- The appointment of Alison Culpan to membership of the Audit Committee from 1 August 2017 (replacing Archie Bethel and demitting office from Staff Committee)
- The appointment of Malcolm Roughead to membership of the Staff Committee from 1 August 2017 (replacing Alison Culpan)
- The appointment of Susan Kelly to the Enterprise & Investment Committee from 1 August 2017 (replacing Gillian Hastings, who will become an ex officio member, as Treasurer)
- Subject to Court's approval of her appointment as a lay member of Court, the appointment of Paula Galloway as Convener of the Audit Committee from 1 August 2017

- The appointment of Mr Les Campbell as a co-opted external member of the Audit Committee for an initial one-year term from 1 August 2017 to 31 July 2018
29. Court is also invited to authorise the use of Court Convener's Action, prior to the next scheduled meeting of Court, to approve any recommendations made by CMG in relation to the remaining committee vacancies listed in paragraph 26, above.

University Court
Membership 2017/18 - DRAFT

Convener of Court	Dame Sue Bruce (CBG, CMG, R)* <i>(Appointed as Convener to 2019)</i>
Vice-Convener of Court	Ronnie Cleland <i>(to 2019)</i> (CBG, S, CMG, R)*
Treasurer	Gillian Hastings <i>(to 2019)</i> (CBG, E, CMG, R, EIC)*
Deputy Convener (Estates)	Marion Venman <i>(to 2019)</i> (CBG, E, CMG, R)*
Co-Opted Members	Dr Jeremy Beeton CB <i>(to 2019)</i> (E)* Dr Archie Bethel CBE <i>(to 2019)</i> Dr Jane Morgan <i>(to 2019)</i> (A)* Alison Culpan <i>(to 2018)</i> (A)* Malcolm Roughead OBE <i>(to 2018)</i> (S, EIC)* Susan Kelly <i>(to 2018)</i> (S, EIC)* Kerry Alexander <i>(to 2019)</i> (A)* Paula Galloway <i>(to 2018)</i> (A)* TBC <i>(to 2018)</i>
Ex Officio	
Principal	Professor Sir Jim McDonald
Vice-Principal	Professor Scott MacGregor
Appointed by Senate	Dr Andrew McLaren, Mechanical and Aerospace Engineering <i>(to 2018)</i> Professor Erling Riis, Physics <i>(to 2018)</i> TBC <i>(to 2020)</i> TBC <i>(to 2020)</i> TBC <i>(to 2020)</i>
Professional Services Staff	Louise McKean, Research and Knowledge Exchange Services <i>(to 2018)</i>
President and Vice-President of the Students' Association	Calvin Hepburn (CBG, E, CMG)* Taylor Wong (TBC)
Graduates Association	N/A
Local Government	TBC

[* Committee Membership: CBG: Court Business Group; CMG: Court Membership Group; R: Remuneration Committee; E: Estates Committee; S: Staff Committee; A: Audit Committee; EIC: Enterprise & Investment Committee]

Attending

The following Officers of the University normally attend meetings of the University Court

University Secretary & Compliance Officer	Dr Veena O'Halloran
Chief Commercial Officer	TBC
Chief Financial Officer	David Coyle
Associate Principal & Executive Deans	Professor David Littlejohn, Faculty of Science Professor Douglas Brodie, Faculty of Humanities and Social Sciences Professor David Hillier, Strathclyde Business School Professor Dimitris Drikakis, Faculty of Engineering
Associate Principals	Professor Sara Carter (Learning & Teaching) Professor Tim Bedford (Research & Innovation)
Director of Strategy & Policy	Rona Smith
Director of Research & Knowledge Exchange	Dr David McBeth
Director of Estates Services	Stella Matko
Director of Human Resources	Sandra Heidinger
Director of Marketing & Development Services	Ray McHugh
Director of Information Services	Dr Stuart Brough
Head of Governance & Public Policy	Darren Thompson (Clerk to Court)

Court Committee Membership 2017/18 - DRAFT

Court Business Group
Convener of Court – Sue Bruce
Vice-Convener - Ronnie Cleland
Deputy Convener (Estates) – Marion Venman
Treasurer – Gillian Hastings
Staff Member – TBC
Student President – Calvin Hepburn
Principal - Professor Sir Jim McDonald
Vice-Principal - Professor Scott MacGregor
University Secretary – Dr Veena O'Halloran
Chief Financial Officer - David Coyle

Staff Committee
Vice-Principal - Professor Scott MacGregor (Convener)
Vice-Convener - Ronnie Cleland
Malcolm Roughead
Susan Kelly
Principal - Professor Sir Jim McDonald
Brian Green (Senate representative)
Professor Eleanor Shaw (Senate representative)
Chief Financial Officer - David Coyle

Court Membership Group
Convener of Court – Sue Bruce
Vice-Convener - Ronnie Cleland
Treasurer – Gillian Hastings
Deputy Convener (Estates) – Marion Venman
Lay member - TBC
Staff Member – TBC
Student President – Calvin Hepburn
Principal - Professor Sir Jim McDonald
Vice-Principal - Professor Scott MacGregor
University Secretary – Dr Veena O'Halloran
Chief Financial Officer - David Coyle

SACSOH
University Secretary – Dr Veena O'Halloran
Jeremy Beeton
Faculty Representatives x 4
Student President – Calvin Hepburn
Trade Union Health & Safety Reps
Director of Estates Services
Director of Human Resources
Head of Safety Services

Audit Committee
Paula Galloway (Convener)
Jane Morgan
Alison Culpan
Kerry Alexander
Les Campbell (co-opted)
TBC (co-opted)

Enterprise & Investment Committee
Chief Commercial Officer – Vacant (Chair) – <i>Currently CFO</i>
Principal – Professor Sir Jim McDonald
Chief Financial Officer – David Coyle
Treasurer – Gillian Hastings
Susan Kelly
Malcolm Roughead
Fred Hallsworth (co-opted)
Gillian Watson (co-opted)
David Sneddon (co-opted)
John Waddell (co-opted)

Estates Committee
Vice-Principal - Professor Scott MacGregor (Convener)
Principal - Professor Sir Jim McDonald
Treasurer – Gillian Hastings
Deputy Convener (Estates) – Marion Venman
Jeremy Beeton
Student President – Calvin Hepburn
Virginia Beckett (co-opted)
TBC (Senate representative)
TBC (Senate representative)
University Secretary – Dr Veena O'Halloran
Chief Financial Officer – David Coyle

Remuneration Committee
Vice-Convener of Court – Ronnie Cleland (Chair)
Convener of Court – Dame Sue Bruce
Treasurer – Gillian Hastings
Deputy Convener (Estates) – Marion Venman
Convener of Audit Committee – Paula Galloway
Principal - Professor Sir Jim McDonald

Scottish Code of Good HE Governance – consultation response

Introduction

1. The Committee of Scottish Chairs (CSC) is nearing the completion of a scheduled review of the 2013 [Scottish Code of Good HE Governance](#). To carry out this review, the CSC commissioned a [Code Review Steering Group](#), chaired by Ian Marchant, former Chief Executive of SSE plc. and comprised of a range of sector stakeholders, including current and former Chairs and members of university courts, as well as student and trade union representatives.
2. In 2016, the Steering Group commissioned independent consultants from the Leadership Foundation for Higher Education (LFHE) to collect evidence for the Review. This included visits to all Scottish universities to consult directly with a wide range of stakeholders.
3. An LFHE consultant visited the University of Strathclyde on 10-11 October 2016 and met with students, staff, members of Court and senior management. The University also responded to an initial consultation exercise in October 2016 which was focused on the success of the original Code and its impact on the governance of the Scottish higher education sector. The University's previous response is publicly available [here](#).
4. It is understood that the final Code developed by the Steering Group will be subject to approval by the CSC, as the commissioning body. Subject to this approval, it is presumed that the Scottish Funding Council (SFC) would then be invited to make compliance with the new Code a condition of grant, via the SFC's Financial Memorandum, as is the case for the current Code.
5. **A copy of the revised draft Code is available [here](#).**

Consultation Response

6. At the Court Business Group meeting on 20 April 2017, it was agreed that the University should develop a draft response to the consultation for comment and approval by CBG, prior to the deadline of 21 June 2017.
7. A proposed response on behalf of the University of Strathclyde was subsequently discussed by Court Business Group on 12 June. This was approved for finalisation and circulation to Court, subject to the following amendments:
 - Response to be set more firmly in context of the University's commitment to and enforcement of robust and good governance arrangements;
 - Steering Group to be encouraged to take the time necessary to ensure the finalised Code addresses any concerns raised in consultation responses, even if this means a delay in publication;
 - These general comments to be separated from the University's response on specific points of detail
8. The response considered by the Court Business Group has been updated accordingly and is attached below for information and endorsement by Court.

Recommendations

9. Court is invited to:

- **Note** and **endorse** the intended consultation response attached below, prior to submission by the deadline of 21 June 2017

Open consultation: Review of the Scottish Code of Good Higher Education Governance

April 2017

Context

In 2016, the Committee of Scottish Chairs (CSC) of Scottish higher education institutions launched an evidence-based Review of the Scottish Code of Good Higher Education (HE) Governance (henceforth 'the Code'). The review was entrusted to a Steering Group whose membership includes all major stakeholder groups. Independent consultants from the [Leadership Foundation for Higher Education](#) were commissioned to collect and analyse evidence from an open public consultation, a survey of governing body members and extensive consultation with stakeholders at each institution and at national level. Full details of the Steering Group and the evidence-gathering process can be found at scottishuniversitygovernance.ac.uk.

The Steering Group has now completed its review and has produced a draft revised Code. This seeks to recognise and reflect the continuous evolution of best practice in governance and to accommodate changes that follow from the [Higher Education Governance \(Scotland\) Act 2016](#). Views are now sought on the draft revised Code.

How to respond

Please complete these questions using the online response form before **21 June 2017**.

Alternatively, please email a response to the consultation, including your completed respondent information details, to nicola@universities-scotland.ac.uk or send a written response to the consultation by post to:

Nicola Cowsill, Universities Scotland, Holyrood Park House, 106 Holyrood Road, Edinburgh EH8 8AS.

Respondent information

Are you responding as an individual or an organisation?

Individual	
Organisation	Yes

Please enter your full name or the organisation's name here

University of Strathclyde

Address

16 Richmond Street, Glasgow

Postcode

G1 1XQ

Telephone number

0141 548 2658

Email address

Darren.thompson@strath.ac.uk

The Committee of Scottish Chairs would like your permission to publish your consultation response. Please indicate your publishing preference:

NOTE - If you are responding on behalf of an organisation, anonymous publishing refers only to your name, not your organisation's name. If this option is selected, your organisation name will still be published.

Publish response with name	Yes
Publish response only (anonymous)	
Do not publish response	

This consultation is an open invitation to comment, not limited to a specific set of questions. We welcome your views on any aspect of the *content* or *structure* of the draft revised Code. (Please do not comment on superficial presentational issues. This draft does not show the final formatting of the document, which will be finalised following the consultation.)

If your response contains multiple comments and/or covers different elements of the Code, please structure your response accordingly, separating different points clearly. Please refer to paragraph or page numbers where possible.

DRAFT RESPONSE 12 June 2017

Commitment to Good Governance

At the University of Strathclyde, we are committed to ensuring good governance, underpinned by clear principles, and we continually seek to develop our approaches in line with recognised best practice. We are currently undergoing an externally-facilitated Review of Governing Body Effectiveness and will carefully consider the outcomes with a view to taking forward Court's agreed recommendations.

Our commitment to good governance is made clear through Court's publicly-available Statement of Primary Responsibilities and the University's associated governing instruments. In our view, good governance is most transparently and effectively delivered through the appointment of an appropriately experienced and diverse Court membership and by ensuring that these individuals are provided with the best tools and support to help them guide and challenge the University's decision-making processes. Also of fundamental importance in achieving and sustaining a culture of good governance is a commitment to collective decision-making and the ethos and personal integrity of individual Court members.

Against this background, we appreciate appropriately pitched guidance to help us fulfil our commitment to good governance and we welcome the opportunity to comment on the draft revised Code, having engaged positively with the process of evidence-gathering and Phase one consultation in 2016.

In terms of evidencing good governance, Scottish universities have been required, as a condition of SFC grant, to demonstrate compliance with good governance principles for a significant number of years and good practice in HE governance has been codified in the UK since, at least, the introduction of the original CUC Code of Governance in 2004 (updated in 2009 and 2014). In addition, and prior to the introduction of the Scottish Code of Good HE Governance in 2013, Scottish universities were required by the SFC to also comply with the relevant sections of the UK Corporate Governance Code. At all stages we have responded positively to these requirements.

Against this background, our view is that the quality and effectiveness of governance within Scottish universities has been and remains demonstrably robust and the University of Strathclyde, along with other Scottish institutions, has engaged constructively with recent developments in Scottish higher education governance.

Indeed, the University of Strathclyde welcomed the introduction, in 2013, of a Scottish-specific code to support an enhanced focus on reviewing and implementing best practice. Whilst the 2013 Code arguably increased consistency and transparency of governance arrangements, through the identification and codification of many existing elements of good practice, it also

recognised and reflected the autonomy and diversity that is key to the global success of Scotland's universities. The autonomy of individual institutions and the resulting diversity in their governance arrangements allows the sector to make a significant and collective positive contribution to Scotland's economy and society, both nationally and locally. In order to protect and enhance this contribution, it is essential that further refinements to governance arrangements do not constrain the ability of institutions to innovate and respond flexibly to opportunities.

Timeline

We note the very short period between the deadline for responses (21 June) and the final meeting of the Steering Group where we understand it is currently intended the draft Code should be amended as required and ultimately agreed (27 June), subject to minor final revisions following receipt of responses delayed due to timing of Governing Body meetings. This effectively allows only three working days for the collation and analysis of the majority of comments and for their prior review by Steering Group members. We strongly encourage the Steering Group to give appropriate consideration to the most significant comments put forward in light of the potential impact on institutions and on the governance of the Scottish higher education sector. With this in mind, we also suggest that it would be appropriate for the Steering Group to extend the timeline for finalising the Code. We do not believe there would be any impacts from doing so, and indeed would suggest there could be considerable negative impacts from finalising an updated Code without giving due consideration to the feedback put forward by the sector.

General comments on the draft Code:

The following comments relate specifically to the draft Code presented for consultation and are provided with a view to ensuring the Steering Group has the opportunity to consider our specific thoughts on the draft, in the context of our more substantive comments on the ethos and culture of good governance, and the timeline for finalising the Code, set out above.

Whilst the revised draft Code presented for consultation asserts, at several points, the position of Scotland's universities as autonomous institutions with diverse missions and strategic priorities, the general tone, specific language used, and some specific content could be perceived as contrary to these assertions. As a result, it is indicative, perhaps unintentionally, of a more prescriptive and less flexible approach. As a broad proxy for this, we note the prevalence within the draft Code of elements with which universities 'must' comply, in comparison to those where they 'should'. The document includes 230 uses of the term 'must' and 83 instances of the word 'should'. This compares to the current (2013) Code's 26 instances of 'must' and 148 instances of 'should'. Further comparison with the equivalent CUC Code (2014) shows a total of 52 instances of 'must' and 24 instances of 'should'. The CUC Code also uses a third term 'could' to highlight elements of good practice which institutions may choose to adopt to support the delivery of those elements which 'must' be complied with.

Whilst the frequency of use of these terms may be considered to be uncontentious their application here appears to be significantly weighted towards a 'one-size-fits-all' approach, in contrast to the 2013 Code's recognition of the autonomy of individual institutions and diversity of missions across the sector.

Although the model of 'comply or explain' (a key concept of UK and international corporate governance since the early 1990s) is reported as having been adopted, in reality there appear to be a number of elements of the draft Code which do not reflect this principle. Indeed, the draft Code states that "most of the requirements are expected of all institutions". Diversification of practice and process within the sector often leads to improvements in

governance through the identification and sharing of best practice. By limiting the potential for diversification in governance arrangements, the draft Code could potentially hinder the sector's ability to continue to evolve and develop new and innovative good governance practice.

Whilst the high-level principles expressed at the beginning of each section seem appropriate, the level of detail which follows, mainly relating to processes for how these 'must' or 'should' be achieved, appears to be unnecessarily detailed and prescriptive. We believe that this level of detail and prescription is neither necessary nor appropriate.

On this basis, we would also comment on the length, complexity, and accessibility of the Code. At around 10,000 words, it exceeds the length of the equivalent CUC Code which is approximately 7,200 words. The Code rightly highlights the importance of appropriate induction processes for new members of governing bodies. However, as it stands, the revised Code would not clarify new members' understanding of the nature and requirements of their role. Instead, the Code, in practice, provides a set of rules to be followed in the day to day governance operations of universities and its main use is likely to be as a compliance checklist for university administrative staff tasked with providing the secretariat function to governing bodies.

Furthermore, there is limited reference to the core purposes of universities and no obvious indication that examples of best practice governance have been widely considered as part of the Code's development e.g. internationally or within industry or the public sector.

We would also question the appropriateness of including references to government policy initiatives or specific legislation within a high-level Code of Governance which potentially limits the longevity of the Code. Other than ensuring that nothing within the Code creates a conflict with existing requirements, it would be sufficient to say that governing bodies have a responsibility to ensure that institutions are compliant with all relevant legal/regulatory obligations and required standards of accountability.

Detailed comments:

Page 1, Foreword: *The draft states that universities are 'accountable' to a range of stakeholders. The use of the word 'accountable' indicates a specific and contractual responsibility. Whilst universities work closely and collaboratively with 'employers of graduates', in many different ways, the idea that they are somehow 'accountable' to them in a general or regulatory sense has the potential to mislead.*

Page 2, The form of this Code: *It is indicated that institutions should work together to create and maintain a 'public repository' of examples of governance best practice. In the absence of any individual body being identified as responsible for doing so (and resourcing it appropriately) this is unlikely to come to fruition.*

Page 6, paragraph 9: *Whilst universities have an important role in contributing to economic growth, through the provision of graduates, research and development, industry engagement, etc. it may not be appropriate to specify that the governing body 'must aim to contribute to economic development', thereby attributing a core purpose to universities that is more suitably the direct responsibility of the Scottish Government and its enterprise agencies. It is recognised that, from time to time, the Scottish Government may direct the Scottish Funding Council to allocate public funding for universities in a way that supports economic growth but it is not apparent that this requires to be codified and is not the same as attributing a general purpose to universities, which attract funding from a wide range of sources.*

Page 6, paragraph 10: The inclusion here of reference to the Fair Work Framework and the requirement that governing bodies ‘must aim to support the principles of fair work’ imposes a regulatory requirement where one does not currently exist. The adoption of the Fair Work Framework is currently voluntary.

Page 7, paragraph 17: Whilst the Higher Education Governance (Scotland) Act 2016 specifies the membership requirements of university governing bodies, the Act states that The election process is to be conducted in accordance with rules made by the governing body of the institution. All indications to date have been that, where the Act remains silent, processes and procedures for implementing its requirements are entirely within the gift of individual institutions. The need to provide further guidance within a governance code is questionable and the appropriate balance of academic and non-academic staff representation should be a decision for governing bodies.

Page 8, paragraph 18: It is unclear why ‘any increase in the size of the governing body must be fully explained’ in annual reports. This is a new requirement. There is currently no statutory limit on size and this is determined by individual governing bodies according to their needs, although general good practice indicates a preferred upper limit of 25. The need to report annually on how the size and composition of a governing body contributes to its coherence and effectiveness seems sufficient and the final sentence of this paragraph should be removed.

Page 8, paragraphs 20-21: In line with current practice, the ability for an existing member’s term of office to be extended to take account of their election as Chair should also apply to other governing body office-holders such as a Vice-Chair, Deputy Chair or Treasurer. This would reflect the importance of retaining such individuals in key positions due to their specific experience and skills.

Page 9, paragraph 28: The current draft states that ‘no committee should be restricted to lay members only’. However, available guidance from both the Higher Education Funding Council for England (HEFCE) and the Financial Reporting Council specifies that all members of the Audit Committee should be independent, objective and non-executive. The Scottish Government’s own [guidance](#) on Audit Committees also states that: The board (or Accountable Officer) should establish an audit committee of at least three members, all of whom should be either non-executive directors or independent external members.

Page 10, paragraph 31: the requirement to maintain a public register of gifts and hospitality should make clear that this relates to gifts or hospitality arising from their membership of the institution’s governing body. Otherwise, it could be perceived as relating to other aspects of a member’s life or work, outside of the institution.

Page 10, paragraph 32: Including reference to specific legislative requirements is unnecessary and potentially impacts the longevity of the Code. It is sufficient to say that governing bodies are responsible for compliance with all relevant legislative and regulatory requirements.

Page 11, paragraph 34: It is the responsibility of the governing body, collectively, to determine the appropriate Key Performance Indicators (KPIs) by which institutional performance is measured, based on the specific vision, mission and strategic aims of the institution. It is inappropriately prescriptive for a code of governance to mandate the inclusion of particular Key Performance Indicators.

Page 11, paragraph 37: inclusion of a voluntary commitment on governing body gender balance is inappropriate, particularly when the Scottish Government has recently consulted on draft legislation which, if enacted, would supersede such a commitment.

Page 12, paragraph 44: Specifying the content of induction programmes seems unnecessarily prescriptive. Universities are well experienced in the requirements for the full and detailed induction of new members of governing bodies.

Page 13, paragraph 52-53: The terms 'executive officers', 'senior officers' and 'senior executives' seem to be used interchangeably here and should be clarified or rationalised, possibly by including a definition on page 3.

Page 17, paragraph 70: The University Secretary provides a key link between the governing body and the rest of the institution and therefore, it may be more appropriate to state that 'The Principal, working with the University Secretary (or equivalent senior officer), must ensure that the decisions of the governing body are implemented appropriately'.

Page 17, paragraph 73: Current practice at Strathclyde is that, when undertaking annual assessment of the Principal's performance, the Chair seeks views from **all** members of the governing body. This should be the norm and therefore it seems unnecessary here to differentiate between different categories of governing body membership.

Page 18, Section 7: This refers to the Academic Board's responsibility to uphold academic freedom. This is a legal responsibility of the governing body, not the Academic Board (or equivalent).

Page 19, paragraph 86: This paragraph appears to exclude the Principal from formal membership of the Remuneration Committee and indicates only that the Principal should 'attend' meetings, except when his/her remuneration is discussed. If this is the intention, it should be clearly stated. For example, at Strathclyde, the Principal is a member of the committee apart from when his or her own remuneration and/or conditions of service are discussed or determined. Nor are they present for such discussions.

Additional comments:










Page 3: Under the 'Definitions' section, replace 'give' with 'given'





Page 7: there is a redundant paragraph number (16)

Thank you for responding to the Review

Court Action Tracker 2016/17

Paper K

	Meeting	Minute Reference	Action	Personnel	Information	Status
1.	6 Oct 2016	Item 3	League tables briefing to be circulated to Court members for information	Director of Strategy & Policy	Circulated via email to CBG on 7 Oct 2016.	
2.	6 Oct 2016	Item 4	Director of Estates to provide cost comparisons with recent refurbishment projects	Director of Estates	The Director of Estates Services provided data on benchmarked costs, available on SharePoint here . This demonstrates that the projected cost of the BME redevelopment compares closely with that of the recent James Weir refurbishment project.	
3.	6 Oct 2016	Item 8	Final draft OA self-evaluation report to be circulated to Court Business Group via email for approval ahead of SFC submission deadline	Director of Strategy & Policy	Final OA self-evaluation report circulated to CBG by email on 26 October 2016. Comments were requested ahead of the SFC submission deadline.	
4.	6 Oct 2016	Item 8	Director of Strategy & Policy to provide summary time series information on progress against Outcome Agreement commitments	Director of Strategy & Policy	A summary of progress reported to SFC on the delivery of 2015/16 Outcome Agreement commitments is available on the Court SharePoint page here .	
5.	6 Oct 2016	Item 9	Corporate Governance Manager to ensure inclusion of standing agenda item at future Court meetings	Corporate Governance Manager	Regular updates provided at subsequent Court meetings, mainly through the Principal's Report.	
6.	6 Oct 2016	Item 10	Principal and Convener to identify appropriate lay members of Court to provide critical views and advice in each of the six ET project areas	Principal/ Convener	Relevant lay members assigned to provide advice and support for ET Projects in advance of November 2016 Court Strategy Session. Assigned lay members contacted again by ET Project Leads in advance of 4 May 2017 Court Strategy Session.	
7.	6 Oct 2016	Item 20	Results of the 2016 University Values Survey to be provided to Court in November	CFO/Director of HR	A summary of the outcomes from the 2016 University Values Survey was provided to Court in November 2016.	
8.	24 Nov 2016	Item 4	Directors of SEES and Director of Estates Services to lead the development of a full detailed business case for presentation to Court in March 2017	Directors of SEES/ Director of Estates	The Director of Student Experience and Enhancement Services, the Associate Principal (Learning & Teaching), and the Director of Estates Services presented a final Business Case for The Place Teaching and Learning Project. This was approved by Court.	
9.	2 March 2017	Item 4(a)	Director of Estates Services to confirm arrangements and contingencies in place to address any potential project overspend (ARFC extension)	Director of Estates	Information will be circulated to Court prior to 21 June 2017 meeting.	

10.	2 March 2017	Item 4(a)	AFRC Projects Director to liaise with Dr Archie Bethel [RESERVED]	AFRC Projects Director/ Archie Bethel	AFRC Projects Director has established contact. A suitable engagement opportunity is yet to be arranged.	
11.	2 March 2017	Item 20	Annual report on the activities of the Enterprise & Investment Committee to be provided to Court.	CFO/Director of Research & Knowledge Exchange Services	Annual Enterprise & Investment Committee Report provided for information on 20 June 2017.	
12.	4 May 2017	Item 8	Ownership of risks within the Corporate Risk Register to be reviewed in light of revised senior officer roles	USCO	Corporate Risk Register (including risk ownership) reviewed by Risk Group on 12 June 2017, prior to scheduled consideration by Executive Team on 4 July 2017.	
13.	4 May 2017	Item 8	NPL progress report to be provided to Court at its meeting on 20 June 2017	Principal/Associate Principal & Executive Dean (Science)	Progress report provided to Court on 20 June 2017	

**Statutory Advisory Committee on Safety and Occupational Health
Annual Health and Safety Report to
The University Court**

Executive Summary

1. The Statutory Advisory Committee on Safety and Occupational Health (SACSOH) is delighted to provide this annual report to the University Court, including an update on progress in the implementation of the Occupational Health, Safety and Wellbeing (OHSaW) plan, which is available at Appendix A. Court is invited to note the following:
2. During 2016/17
 - The University successfully retained its Healthy Working Lives Gold Award.
 - The number of RIDDOR (Reporting of Injuries, Diseases & Dangerous Occurrences) incidents fell by 25%, in comparison to the previous year.
 - 64 accidents involving staff and students were recorded, compared to 62 in 2015.
 - Unwanted fire alerts fell by 40% compared with 2015. The University is recognised by the Scottish Fire and Rescue Service as an exemplar of good practice in this regard.
 - A safety moment was introduced as a standing agenda item at all meeting of the Executive Team and a quarterly health and safety dashboard report was introduced.
 - Mr. Jeremy Beeton joined SACSOH as a representative of the University Court.
 - The annual SEPA (Scottish Environmental Protection Agency) inspection of the University resulted in a grading of excellent for all categories.
 - The biological and genetically modified activities of the University were inspected by the Health and Safety Executive in September 2016, with an outcome of compliance in all key areas.
 - Wellbeing Week 2016 involved more activities and more participants than ever before.
 - Key Controls Checklist in 2016 and Safety Action Plans for 2017 were completed by all departments.

Occupational Health

3. The Occupational Health Service, assisted by a contracted occupational hygienist, monitored the potential exposure of 310 staff and students to hazardous substances, compared to 464 in 2015. 84 pre-placement and 17 fitness for work health assessments were also undertaken. 269 individual referrals were made to Occupational Health, 170 of which were related to sickness absence, an 8% increase on the previous year. There were no cases of ill health reported to the HSE under RIDDOR.
4. The Occupational Health Service, working with the assistance of the Centre for Sport and Recreation, ran an annual programme of health promotion events including health roadshows at AFRC and Ross Priory. 739 staff and students participated. The events included a blood pressure campaign, diabetes awareness and a cancer awareness road show by Cancer Research UK. Training was delivered to assist managers with sickness absence and stress management, and toolbox talks were held with Estates Services workers in relation to protecting hearing and skin.

Wellbeing

5. Staff wellbeing activity broadened in 2016, with an increased focus on mental health supported by the introduction of a new Mental Health Policy. In partnership with 'See Me', a Scottish Government funded programme to tackle mental health stigma and discrimination, a campus walk to raise awareness of mental health was organised. 100

staff and students supported this event, while 45 staff attended MHFA (mental health first aid) training.

Occupational Hygiene Programme

6. The three year rolling Occupational Hygiene Programme continued in 2016 with 10 different surveys carried out, covering monitoring in 5 departments. The most common type of monitoring was for noise exposure (30%), hand arm vibration (30%), dust (20%) and hazardous substances (20%). The majority of visits took place in the Faculty of Engineering (90%), with one visit in Estates Services. A review of the management of the occupational hygiene programme concluded that the management of the programme should be devolved to departments/schools. A timetable for transition has yet to be agreed.

Health and Safety Training Programme

7. 917 staff/post graduate students attended classroom based training. This is a 12% increase on 2015. 35 different training courses were provided through online and classroom based learning. The online courses are proving popular with 651 individuals completing display screen equipment training and 226 completing Manual Handling training. This compared to 447 and 155, respectively, in 2015.

Personal Safety Reports

8. Security Services continue to liaise with Police Scotland, USSA, Library Services, and Residences staff to ensure the campus is safe and secure.
9. 2155 incidents across the estate were reported to Security Services, compared with 1985 for the previous period. Detailed records of incidents are recorded on the Incident Management System and the information is used to reduce incidents by directing security patrols throughout the campuses.
10. First Aid incidents were down on last year's figures - 138 compared to 160. The incidents reported mainly related to slips, trips and people feeling unwell. The number of anti-social behaviour incidents rose from 87 to 98 in 2016.

Enforcement Visits/Activity by External Bodies

11. An HM Specialist Inspector, from the HSE's Microbiology and Biotechnology Unit, visited Strathclyde University in September 2016, as part of a routine inspection that occurs every 3-4 years. The inspection was restricted to SIPBS where the inspector met with a range of staff. The Institute was found to be compliant in all areas. The Inspector complimented the commitment of the staff to safety and to their excellent research work. The next visit will take place in 2019/2020.
12. In May 2016, SEPA inspected SIPBS, the Departments of Physics and Chemistry and the Radiation Waste Store against requirements of the Certificates of Authorisation and Registration. The University was given a grading of excellent.

Health and Safety Documentation reviewed

13. During 2016/17 the SACSOH Committee were consulted on the University's OHSaW Five Year Strategy, on proposed changes to the Alcohol, Drugs and Substances Misuse Policy, and on amendments to the Local Rule on Fire Safety.

Genetic Modification Committee

14. The Genetic Committee met twice in 2016. No new Class 2 proposals (i.e. higher risk) were received. The membership was reviewed and Shuzo Sakata, Deputy Chairperson, took over the role of Chair.

OHSaW Strategy Update

15. A detailed update of the progress made during 2016/17 in delivering the strategy is provided in Appendix A of this report.

Occupational Health, Safety and Wellbeing
June 2017

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Occupational Health Safety and Wellbeing (OHSaW)

Strategy Review 2016/2017

OHSaW Strategy – Executive Summary Year One 2016/2017

- The University retained the NHS Scotland Healthy Working Lives Gold Award.
- Seven strategic actions completed and closed.
- The University's H&S Policy Statement revised to reflect the OHSaW strategic priorities.
- All Executive Team Meetings now include a 'safety moment'.
- Seven members of Court/Executive Team attended the IOSH Leading Safely course specifically designed for the University.
- Corporate H&S Risk Register and Corporate H&S Risk Profile established and reviewed every six months.
- Mr. Jeremy Beeton, member of Court joined the Statutory Advisory Committee for Safety and Occupational Health (SACSOH).
- SACSOH approved an occupational health and safety management-reporting dashboard for presentation to the Executive Team on a quarterly basis.
- A newly revised online H&S staff induction launched.
- Online risk assessment, including electronic staff safety training records, currently under development. The new system will further strengthen the existing e-COSHH and e-radiation systems already developed.
- A written documentation control system was developed to ensure all newly developed/revised University H&S management standards are version controlled and follow a set template.

Note: references to the Chief Operating Officer below relate to activity during 2016/17. Any subsequent ownership of these specific actions will rest with the University Secretary and Compliance Officer

Year One progress described in detail

Strategic Priority 1: Leadership and Commitment

No.	Action	Delivery Timescales	Owner/s	Outcome	Action status
1.	Appoint a member of Court to champion health and safety, in accordance with the Health & Safety Policy.	June 2016.	Chief Operating Officer.		Completed and closed.
2.	Revise the current Health & Safety Policy in line with the	September 2016.	Head of OHSaW.	The University's newly revised Health and Safety Policy Statement gained	Completed and closed.

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	new USHA guidance documents and present the new Policy to Court for approval.			the approval of SACSOH and was aligned with the existing H&S Policies found in all other University managed entities. The Principal and Convenor of Court signed and approved the new Policy in May 2017.	
3.	Develop and support delivery of the H&S strategy for new/growing KE hubs, including TIC, AFRC and PNDC by aligning Health and Safety Policies for all University managed business areas with the revised Corporate Health and Safety Policy and ISO 45001:2016	December 2016.	Head of OHSaW.	The Head of OHSaW visited each of the KE hubs throughout the year and met with key leadership personnel. In addition, regular meetings took place between the Head of OHSaW and H&S professionals based in KE hubs. On the 7 th of March 2017, John Constable gave a presentation to the Corporate H&S Team on the progress AFRC have made in implementing the BS OHSAS 18001:2007 management standard.	Ongoing. In 2017/18 the Head of OHSaW will maintain established links with the KE hubs.
4.	Benchmark and audit our activities against the new USHA leadership guidance and present the audit findings to SACSOH with a follow up report submitted to the Court, the Executive Team and the Audit Committee twice yearly.	Commencing September 2016.	Head of OHSaW/Deputy Head of OHSaW.	The audit programme commenced on time in September 2016. In January 2017, findings from the first four audits conducted were presented to SACSOH. Due to the similarity and number of non-conformities identified by the audit team, SACSOH approved the downscaling of the audit programme to provide support visits to faculties and directorates instead of formal audit visits. The audit team carried out support visits in Estates and the Faculty of Science Office in April 2017. So far, the Audit	Ongoing. In 2017/18 the pre-audit support visit programme will continue.

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				Committee have not been presented with audit findings, as the OHSaW department has no formal linkage to the Committee. It is hoped that this will change in the future.	
5.	Arrange for induction of new Court members to include appropriate health & safety management training. Online health & safety training to be made available to other Court members.	From September 2016 onwards.	Occupational Health and Safety Advisory Team.	<p>The University's Corporate H&S Team developed the IOSH Leading Safely course specifically for the needs of the University of Strathclyde with the assistance of an external training provider.</p> <p>The following Court Members and senior staff members attended the initial course on the 12th of January 2017:-</p> <ul style="list-style-type: none"> • Richard Hunter, Lay Member and Convener of Court • Dr Jeremy Beeton, Lay Member of Court and member of the Statutory Advisory Committee on Safety & Occupational Health (SACSOH) • Professor Erling Riis, Senate Member of Court and Head of the Department of Physics • Dr Veena O'Halloran, Senate Member of Court and Director of Student Experience and Enhancement Services • Professor Sara Carter, Associate Principal (Learning 	Ongoing. In 2017/18 the half-day IOSH Leading Safely will be offered to all University Court and Executive Team members.

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				& Teaching) and Member of Executive Team <ul style="list-style-type: none"> • David Coyle, Chief Financial Officer and Member of Executive Team • Ray McHugh, Director of Marketing & Development Services. 	
6.	University leaders & managers to attend IOSH management training appropriate to their grade.	From September 2016 onwards.	Occupational Health and Safety Advisory Team.	Investigation of suitable courses and cost analysis was conducted in 2016/17 with a view to providing safety management training for all managers within the University.	Ongoing. In 2017/18 the cost of providing the IOSH Managing Safely course will be further investigated and analysed.
7.	Set the University's annual Health, Safety and Wellbeing KPIs	June 2016.	Chief Operating Officer.	On the 6 th of October 2016, SACSOH approved an occupational health and safety management-reporting dashboard.	Ongoing. In 2017/18 the reporting dashboard will be further refined. It will be presented at the three SACSOH meetings held during the year, to the Executive Team quarterly and thereafter to Court annually.
8.	Incorporate health, safety and wellbeing roles and responsibilities into staff job descriptions/ADRs.	From January 2017 onwards.	Director of HR/TU Reps.	No update to report.	This action is being carried forward to 2017/18
9.	Develop an Occupational Health and Safety Risk Register and Occupational Health and Safety Risk Profile and associated action plans for each faculty based on previous performance.	Commencing September 2016.	Executive Deans/Assisted by the Occupational Health and Safety Advisory Team and the	No update to report.	This action is being carried forward to 2017/18.

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			Occupational Health and Safety Co-ordinator.		
10.	Explore the feasibility of reorganising safety management roles and responsibilities for each faculty to facilitate a competent resource to manage the full implementation of each faculty based action plan.	September 2016.	Head of OHSaW/Executive Deans.	Discussions took place between the Faculty Deans and the Head of OHSaW during 2016/17, and a suggested job description was provided to the Business School for a Health and Safety Coordinator's role. The Faculty of HaSS already employs a 'competent' person. The Health and Safety Manager who is normally based in AFRC currently supports the Faculty of Engineering on a temporary basis.	The feasibility of dedicated H&S faculty based roles will be explored further in 2017/18. The University's new Corporate H&S Management Standard will be considered by SACSOH in September 2017.
11.	Devise written change management procedures to 'design-in' health and safety matters in all new business change proposals as per the Health and Safety Policy.	April 2017.	Occupational Health and Safety Advisory Team.	Change Management Procedures will be form part of the new management standard currently being developed to assist with hazard identification and risk management. The draft standard is due to be presented to SACSOH in September 2017.	Action due to be completed in September 2017.

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Strategic Priority 2: Risk Control

No.	Action	Delivery Timescales	Owner/s	Outcome	Action Status
1.	Develop and maintain a Corporate Occupational Health and Safety Risk Register and Corporate Occupational Health and Safety Risk Profile.	Commenced April 2016.	Depute Head of OHSaW.	The development of a Corporate H&S Risk Register and Corporate H&S Risk Profile was completed in April 2016. It is subject to a six monthly review.	Completed and closed.
2.	Devise annual action plans to mitigate the residual risk associated with each of our most significant hazards as identified by the Corporate Occupational Health and Safety Risk Register and the Corporate Health and Safety Risk Profile.	Commenced May 2016.	Occupational Health and Safety Advisory Team/Estates H&S Advisor.	Action plans for radiation, biological, fire and chemical safety were developed during 2016/17. An action plan in relation to construction and maintenance safety risk remains outstanding.	Ongoing. The Occupational Health and Safety Management System Project Plan supports the delivery of the University's OHSaW Strategy by setting out a timetable for the revision and development of H&S management standards specifically targeted to mitigate the most significant corporate H&S risks. The written plan sets out the priority order based on risk and therefore removes the need for separate action plans.
3.	Review the current mechanisms for recording sickness absence rates and make recommendations to	Commencing June 2016	Director of HR.	This action is dependent upon the implementation of a new HR IT system. A draft business was presented to the Digital Campus Committee in 2016, but was not	This action is currently outstanding.

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	increase data capture and quality if necessary.			prioritised for procurement in the foreseeable future.	
4.	Carry out a full review of all corporate OHSaW documentation. Ensure that there is a timetable in place to review and revise documents and a document control procedure in operation. Adopt effective communication methods to inform end users when revisions are made to documents.	Commencing August 2016.	Depute Head of OHSaW.	The Head and Depute Head of OSHaW undertook a full review of the Corporate H&S documentation during 2016. SACSOH approved a detailed project plan to co-ordinate the revision and redevelopment of documents in January 2017.	Ongoing. During 2017/18 the corporate H&S management standards will be redeveloped in line with the project plan.
5.	Introduce an information governance management system to ensure all OHSaW corporate documentation and records are factually correct, accurate, appropriately stored and contain up-to-date, consistent information.	By December 2016.	Occupational Health and Safety Administration Team/H&S Co-ordinator.	In January 2017, a written documentation control system was developed to ensure all newly developed/revised University H&S management standards are version controlled and follow a set template. An administrator within the OHSaW Team has been given the responsibility for corporate H&S document control.	Completed and closed.
6.	Design and implement an electronic incident/investigation reporting system to capture all accidents and near miss events, including an online incident investigation form.	To be in place by the end of 2017.	Occupational Health and Safety Advisory Team/Head of Security/IS Team.	It was decided to postpone this action in order to develop an online risk assessment system, in the interest of controlling risks before they resulted in accidents or incidents.	Ongoing. During 2017/18, a business case will be presented to the Digital Campus Committee.

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7.	Introduce an electronic action tracker recording system to ensure all activities originating from corporate OHSaW reports, audit findings and incident investigations are actioned.	To be in place by the end of 2017.	Occupational Health and Safety Advisory Team/IS Team.	An electronic action tracker will be incorporated as part of the new online incident/investigation system.	See 6 above.
8.	Devise an online risk assessment procedure with a standard electronic template and an automatic review trigger mechanism.	Commencing September 2017.	Occupational Health and Safety Advisory Team/IS Team.	The development of an online risk assessment system took priority over the electronic incident/investigation as it forms the foundation of the University's H&S management system. The request for the online system was approved by the Digital Campus Committee and is currently under development (June 2017). The development phase of the project is due to be completed by the end of 2017.	Ongoing. The system will be trialled in early 2018 and subject to final modifications, will be rolled out across the University by the summer of 2018.
9.	Carry out a full review of the University's Business Continuity /Emergency Response Policy, associated plans, and test as appropriate to ensure best state of readiness to restore business, teaching and research as soon as possible thereby minimising impact. This includes reviewing the role and responsibilities for the Emergency Management	Commencing September 2016.	Head of OHSaW/Head of Security.	A Risk and Resilience Manager was appointed in April 2017. A top-level review of the University's business continuity plans has been agreed as part of the new manager's objectives for 2017/18.	For action in 2017/18.

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	Team and the response exercised following major events.				
10.	Manage business continuity activities separately and at a higher strategic level, rather than as part of emergency preparedness.	From September 2016.	Chief Operating Officer.	Please see above	For action in 2017/18.

Strategic Priority 3: Communication and Engagement

No.	Actions	Delivery Timescales	Owner/s	Outcome	Action Status
1.	Develop and implement a clear, inclusive, technologically assisted health and safety communication strategy to meet our legal obligation to consult with all employees and others	Commencing August 2016.	Head of OHSaW/Director of Marketing and Communications.	In 2016/17, the OHSaW website was improved to be far more user friendly. Changes were also made to the membership of SACSOH to ensure proper consultation with all sections of the University on matters of health and safety. Communication going forward will	Ongoing. In 2017/18 an OHSaW Standard for communication and consultation will be developed.

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	affected by our work activities.			be key to delivering the OHSaW Strategy and this will be supported through the development of a new OHSaW Standard for communication and consultation, planned for January 2018.	
2.	Redesign the OHSaW website to provide increased awareness and enhanced accessibility of information and instruction.	Commencing September 2016.	Occupational Health and Safety Administration Team (content)/Marketing and Communications Team (Website redesign support).	As above – the redesigning of the OHSaW website took place during 2016/2017.	Completed and closed.
3.	Increase the promotion of health and wellbeing by introducing a Health and Wellbeing Handbook to support staff. Consider launching awareness campaigns, expanding the scope of 'Wellbeing Week' and where appropriate, revise and expand the range of written health and wellbeing policies.	Commencing September 2016.	Occupational Health Manager.	A successful wellbeing week was delivered during 2016/17.	Ongoing. In 2017/18 expansion of the wellbeing offering will be explored in partnership with stakeholders across the University.
4.	Strengthen our health and safety management	Progress to be reviewed	Head of OHSaW.	In 2016/17, benchmarking activities were conducted to	Ongoing. The University will continue to contribute to the annual

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	system by actively engaging and benchmarking against other higher education institutions and industry partners.	January 2017.		compare the University's H&S performance with that of other Scottish Universities. The annual Scottish University H&S Performance Report was presented to SACSOH in May 2017.	Scottish Universities H&S Performance Report compiled by Edinburgh University.
5.	Further strengthen links between the corporate OHSaW team and other internal University Directorates by investigating the possibility of partnership working to address health, safety and wellbeing touch points to achieve greater efficiencies and cost savings.	Progress to be reviewed January 2017.	Head of OHSaW.	Advances made in 2016/17 included work undertaken in collaboration with Security Services to introduce a written standard for first aid provision. It has been agreed that OHSaW will co-ordinate first aid activities throughout the campus and Security Services will deliver first-aid training to departmental staff.	Ongoing. In 2017/18 other areas of H&S performance, which can be improved through partnership working, will be explored.
6.	Actively support the health and well-being of our staff by maintaining the Healthy Working Lives (HWL) Gold Award achieved in 2016 by fully implementing the resultant action plan and promote to best effect to strengthen our employer brand, leading to	By April 2017.	Occupational Health Manager.	In 2016, the HWL Gold Award was retained. A new application has been submitted for 2017.	Ongoing.

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	improved staff attraction and retention.				
7.	Implement and promote the availability of a corporate health and safety information telephone line to provide competent advice.	Commencing September 2016.	Occupational Health and Safety Administration Team.	Details of a telephone advice line for H&S matters has been incorporated into the email signature for all OHSaW departmental staff.	Completed and closed.
8.	Introduce a staff health and safety ideas exchange scheme.	Commencing December 2016.	Occupational Health and Safety Administration Team.	A 'suggestions' function has been added to the landing page of the new look OHSaW departmental webpages.	Completed and closed.

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Strategic Priority 4: Training and Competence

No.	Actions	Delivery Timescales	Owner/s	Outcome	Action Status
1.	Review the current Safety Training Course Catalogue in conjunction with Heads of Departments, based on risk assessment and performance needs. Enhance and develop courses to make sure staff are sufficiently competent to carry out their duties regardless of their grade	Commencing August 2016.	Depute Head of OHSaW/HoDs/Occupational Health and Safety Advisory Team.	The Health and Safety Coordinator reviewed the Safety Training Course Catalogue in conjunction with the University's H&S Advisers and members of SACSOH. A training survey was also sent to all DSCs, the findings of which were reported to SACSOH in May 2017.	Ongoing. In 2017/18 an review of safety training will be conducted.
2.	Revise the University's health and safety induction training to ensure it is fully inclusive regardless of diversities such as culture and equality.	Commencing October 2016.	Occupational Health and Safety Advisory Team/Equality and Diversity Manager.	A new online health and safety induction training package was introduced in May 2017, which is available to all staff via the Myplace platform.	Ongoing. In 2017/18 H&S induction training will be extended to include contractors.
3.	Develop a training skills matrix for	June 2016.	Occupational Health and Safety Advisory Team.	A corporate H&S training matrix has been development	Ongoing.

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	Departmental Safety Convenors and for all other university wide roles which have a health and safety management responsibility.			as part of the new H&S training and competency standard. The new standard will be presented to SACSOH in September 2017 for consultation purposes.	
4.	Develop a training skills matrix for the Corporate OHSaW Team.	Commenced May 2016.	Occupational Health and Safety Advisory Team/Occupational Health Manager.	A training matrix for the corporate OHSaW team forms part of the H&S standard for training and competency described above.	As above.
5.	Expand, where appropriate to do so, our online training provision to allow for easier access, greater efficiency and cost savings.	From January 2017 onwards.	Occupational Health and Safety Advisory Team/H&S Co-ordinator.	Online training has been expanded to include the newly revised corporate H&S induction course.	Ongoing. In 2017/18 opportunities for online training will be provided, where appropriate.
6.	Design and develop an electronic staff safety training records system.	Commencing January 2017.	Occupational Health and Safety Advisory Team/IS Team.	The development of online staff safety training records forms part of the online risk assessment system which is currently under development. The development phase of the project is due to be completed by the end of 2017.	Ongoing. Development phase due to be completed by the end of 2017.
7.	Where appropriate, develop opportunities to offer health and	Progress to be reviewed January 2017.	Head of OHSaW.	Deferred.	This action is currently on hold and will be explored at a future date.

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	safety training externally to strengthen links with industry partners.				
8.	Design a standardised approach to course delivery in terms of programme aims, outcomes, notes, and storage of training materials.	By June 2017.	Occupational Health and Safety Advisory Team/H&S Co-ordinator.	Deferred.	Ongoing. Action rolled over to 2017/18.

Strategic Priority 5: Performance Management

No.	Actions	Delivery Timescales	Owner/s	Outcome	Action status
1.	Devise a Corporate Management Information Dashboard to report performance against KPIs to Court, the Executive Team and the SACSOH Committee.	Commencing June 2016.	Occupational Health and Safety Administration Team.	(As reported in Strategic Priority 1:7) On the 6 th of October 2016, SACSOH approved an occupational health and safety management-reporting dashboard.	Ongoing. In 2017/18 the reporting dashboard will be further refined.
2.	Co-ordinate a consultation exercise involving the current SACSOH Committee Members to devise a new format for the committee meetings. Report the	By September 2016.	Health and Safety Co-ordinator.	The Health and Safety Coordinator undertook this action in 2016/17 in conjunction with SACSOH members. Ideas for changes to the	Ongoing. In 2017/18 ideas for change will be discussed with the new University Secretary and Compliance Officer.

Appendix A - SACSOH Annual Report 2016/17
Occupational Health Safety and Wellbeing (OHSaW)
Strategy Review 2016/2017

	consultation findings and recommendations to the SACSOH Committee Chair for approval.			SACSOH meeting structure were presented to the Chair.	
3.	Provide the University's SACSOH Safety Committee with a summary report of safety inspections carried out in each Department/Faculty, and where appropriate progress made against each of the Faculty's Health and Safety Action Plans.	Commencing September 2016.	Union Safety Representatives /Faculty Safety Advisors or Faculty Managers.	No update to report.	Ongoing. Action rolled over to 2017/18.
4.	Refresh and recommence the corporate internal health and safety-auditing programme in line with the requirements of the USHA leadership guidance and the USHA Health and Safety Management Profile (HASMAP) auditing system.	Re-commencing September 2016.	Depute Head of OHSaW.	(As reported in Strategic Priority 1:4) The audit programme commenced on time in September 2016. In January 2017, findings from the first 4 audits were presented to SACSOH. The audit team carried out support visits in Estates and the Faculty of Science Office in April 2017.	Ongoing. In 2017/18 the pre-audit support visit programme will continue.
5.	Develop an external health and safety-auditing programme for spin out companies, third parties, contractors and suppliers.	Commencing April 2017.	Depute Head of OHSaW/Estates Health and Safety Officer.	This action has not been completed in 2016/17 due to the demands of reactive work.	Currently on hold and will be explored at a future date.
6.	Investigate awards to recognise success, including the possibility of becoming a See Me 'Partner' to further support the effective roll out and implementation of the Mental Health Policy in April 2016.	By January 2017.	Occupational Health Manager.	Deferred.	Ongoing. Action rolled over to 2017/18.

Executive Team Report to Court

The Executive Team met on 25 April, 9 & 22 May, and 2 June.

The following key items were discussed by the Executive Team and are provided here for **Court to note**:

1. Health and Safety

Under the 'Safety Moment' held at the opening of each Executive Team meeting, the Team took the opportunity to share reflections and experiences in regard to health and safety issues, led by the Chief Financial Officer and Acting Chief Operating Officer and, latterly, by the University Secretary and Compliance Officer. This included discussion of any recent reportable incidents.

2. Development of the 2017/18 Budget

The Team continued to receive regular updates on the development of the draft 2017/18 Budget, prior to the development of a final Budget position and its presentation to Court on 20 June. In addition to a range of key factors impacting the budget position, the Team noted the anticipated impact of rising salary costs, including a significant increase since 2007/08, a revised projection of the level of national pay award, and the possibility of significantly increased costs in future years relating to employers' pension contributions. Accordingly, the Team considered appropriate approaches intended to generate additional savings in salary costs, in addition to on-going efforts to address non-salary expenditure and take full advantage of opportunities for income generation (particularly in relation to research and overseas income).

The Team also considered the projected financial position for the University up to 2019/20. Forecast future levels of expenditure were predicated on achieving substantial income growth and assumed significant investments in staffing, information technology and infrastructure in support of the University's strategic aims.

3. Q3 Business Report 2016/17 and International Strategic Partnerships Update

The Team reviewed the Q3 performance across the range of areas outlined in the Business Report, prior to consideration by Court. The University was expected to be in overall surplus at the end of 2016/17, in both absolute and operational terms. It was recognized that this position was influenced by a range of positive factors, including slightly higher than budgeted SFC grant income and lower depreciation costs.

The Team discussed and considered potential impacts arising for the SIMS Project including the implications for overall delivery timescales due to the decision to review and re-plan each of the work-stream timelines and the potential takeover of the University's delivery partners, Ciber UK, who are responsible for the technical implementation of the software.

In light of these developments, the Team agreed the need to monitor the situation closely and, for the time being, flag the project as red within the Q3 Business Report.

4. Additional Borrowing

The Team considered the University's cash and funding position, noting that current total borrowings were not inconsistent with general levels across the sector. The Team agreed, in principle, a proposal

to seek additional credit facilities for the purpose of investing in key strategic initiatives. The Executive Team recommended to Court that the Finance Team be authorised to explore options for additional credit facilities, with a specific focus on European Investment Bank (EIB) funding, if possible.

5. Proposals for formal engagement with Scottish Enterprise - RESERVED

[RESERVED ITEM]

6. University of Strathclyde Students' Association 2017/18 Budget

The Executive Team reviewed the USSA draft budget for 2017/18, prior to presentation for Court's approval.

7. European Policies Research Centre - RESERVED

[RESERVED ITEM]

8. Institutional Research Audit 2017

The Team considered the outcomes of the Institutional Research Audit 2017 and discussed the potential implications for the University's level of preparedness for REF 2021. A range of actions were agreed in response to the outcomes of the Audit.

9. Update on SIMS Project

The Team received an update on the progress of the Student Information Management System (SIMS) Project. Following the identification of some key risks and project governance issues, a review had been initiated resulting in a number of immediate implications. This review was on-going and the findings

would be considered at the next SIMS Project Board meeting. A further report would be prepared and presented to the Team, identifying the key lessons learned during the current review, and the steps to be taken to ensure strong and effective project governance.

10. Contribution Pay 2017

The Team discussed and agreed proposals and recommendations on the level and distribution of Contribution Pay for 2017. The Team noted the important role of Contribution Pay, even at a relatively modest level, in rewarding excellent performance and retaining staff. The Team also noted the potential to review the approach in future years, recognising continuing budget pressures and the desire to be innovative in approach.

11. Visit by the Commissioner for Fair Access

The Scottish Commissioner for Fair Access had visited the University on 25 April and this had included an opportunity for him to meet directly with the Executive Team. This had provided a welcome opportunity to engage on the University's successful approach to widening access.

12. ET Projects

The Team discussed recent progress updates provided to Court and Leadership Group. Final Project Reports, including a range of recommendations and associated action plans, were considered by the Team on 2 June. The recommendations were approved in principle, subject to any additional resource required being approved through the usual processes.

13. Student Mental Health Action Plan

Executive Team noted and endorsed the Student Mental Health Action Plan. This was subject to appropriate face-to-face consultation on the final Plan with the Students' Association, including both current and incoming Sabbatical Officers.

14. Estates Decant and Impact Minimisation Strategy

The Executive Team noted the Decant and Impact Minimisation Strategy, which had been prepared in response to on-going estates development activity. Members agreed to reflect on the approach and provide feedback directly to the Vice-Principal and Director of Estates.

15. Edinburgh Schools Report – University Response

The Executive Team noted a range of actions being considered in response to the Edinburgh Schools Independent Enquiry Report of March 2017.

16. Q3 Complaints Handling Report 2016/17

The Executive Team noted key performance information on recent complaints handling across the University.

Court Business Group Report to Court

The following items were discussed by Court Business Group on 12 June 2017 and are provided here for Court to note.

1. Q3 Business Report 2016/17 and International Strategic Partners Update

The Chief Financial Officer (CFO) presented the Q3 Business Report 2016/17, highlighting the level of performance across a range of areas outlined in the Report, including:

- A forecast surplus in the University's overall outturn position, compared to a budgeted deficit, once adjusted for new FRS102 and SORP 2015 accounting requirements;
- A range of one-off items contributing to this position, including a gain on the disposal of fixed assets and reshaping costs which had been lower than the amount budgeted;
- A forecast operating surplus, compared to a budgeted deficit, and the range of income and expenditure factors contributing to this variance;
- A balance sheet which was expected to show higher than budgeted cash balances at the year end, due to the re-profiling of capital expenditure; and
- Factors impacting the delivery timescales for the SIMS Project and the subsequent decision taken by the Executive Team to apply a red flag, until these factors could be resolved.

In relation to the non-financial elements of the Report, the Director of Strategy & Policy noted a slight increase in the staff sickness absence rate which would continue to be monitored. She also explained that, whilst PGR intake figures had continued to increase, it was unlikely that the 2016/17 target would be achieved. External factors impacting on this position included the availability of funding for prospective students and the reliance, in some subject areas, on specific geographical markets.

Members were content with the presentation of the Q3 Business Report to Court, subject to the following issues being addressed for future reports:

- Staffing indicators should state overall staff numbers/FTE, split by full-time and part-time; and
- Further information should be provided on the overall timescale for delivery of the University's Cyber Security Programme

Members also welcomed the International Strategic Partners update and noted the intention to present a summary of key highlights at Court.

2. 2017/18 Budget, Financial Forecasts and Operating Plan

The CFO presented the 2017/18 Draft Budget and Financial Forecasts, noting the particular level of challenge arising as a result of recent changes to accounting standards, particularly the specific impact of the revised treatment of capital grants. He highlighted a number of positive factors, including fixed asset disposals. Off-setting these aspects was the proposal to set aside an appropriate sum to support further planned reshaping activity within Faculties and Professional Services. In relation to the Financial Forecasts, he highlighted:

- ambitious but achievable forecasted increases in income from tuition fees and research contracts;
- anticipated future increases in staff costs which would need to be carefully managed and contained;

- the critical link between successful income generation and the strategic expenditure required to support the University's future growth and success

CBG discussed the presentation of the 2017/18 Budget and Financial Forecasts and noted that:

- Court should be reminded that the purpose of planned reshaping activity was to enable strategic reinvestment and information should be presented to Court to show comparisons with benchmark institutions on the University's staffing complement and costs;
- Recent communications to staff intended to support upcoming Accountability and Development Review (ADR) discussions could be appended to the Budget paper ahead of circulation to Court;
- The University would give further thought to potential proxy measures of productivity;
- Further work would be undertaken by the Executive Team on issues of longer term strategic delivery to ensure the achievement of the forecast figures, taking account of any potential volatility in the external environment and appropriate risk mitigation; and
- Some of this planned delivery activity should be signposted for Court, alongside the presentation of the Budget and Forecasts.

CBG agreed that the proposed Budget and Financial Forecasts should be presented to Court for approval, subject to the issues highlighted above being addressed.

CBG considered a draft Operating Plan for 2017/18 that would be presented for Court's approval. It was noted that the creation of an annual Operating Plan involved some significant duplication of effort, as it drew upon pre-existing documentation. In future years, alternative approaches would be considered.

3. University of Strathclyde Students' Association (USSA) 2017/18 Budget

The USSA President and the USSA Chief Executive introduced a paper setting out the USSA draft Budget for 2017/18, for which Court's approval would be sought on 20 June, in accordance with Part II, Section 22 of the Education Act 1994. The paper also included a timeline for USSA's planned incorporation and a brief overview of USSA's operational priorities for 2017/18.

CBG members welcomed the information provided for Court's approval and information, noting the significant progress achieved over 2016/17 in addressing previous operation issues, evidenced by a recent satisfactory review undertaken by the University's Internal Audit Service.

CBG also noted the update provided on the timeline for USSA's incorporation and recommended the USSA draft Budget for Court's approval.

4. Exploration of future borrowing facilities

The CFO provided an update on the University's cash and funding position and introduced a paper which set out proposals to seek Court's agreement, in principle, to the University exploring options for additional credit facilities for the purpose of investing in key strategic initiatives and opportunities.

CBG members considered the proposals and noted that, based on the suggested level of potential additional borrowing, the University's level of debt, as a proportion of income, would not be inconsistent with other institutions across the UK higher education sector. It was also noted that, whilst the preference would be to secure further European Investment Bank (EIB) facilities, the option of private placements should also be investigated.

CBG noted the proposal and **recommended** to Court that options for additional credit facilities should be explored, with a specific focus on further EIB funding, if possible, whilst also investigating alternative funding options. It was agreed that no additional credit facilities would be formally agreed without first seeking and obtaining Court's approval.

Notwithstanding any additional credit facilities obtained, CBG members emphasised the importance of a continued focus on future cash generation to support strategic investment.

5. Proposals for formal engagement with Scottish Enterprise - RESERVED

[RESERVED ITEM]

6. European Policies Research Centre - RESERVED

[RESERVED ITEM]

7. National Physical Laboratory progress update

The Principal introduced a progress report on the development of the National Physical Laboratory (NPL) partnership. CBG welcomed the report, noting that further revisions would be made to clearly highlight progress against key objectives.

CBG agreed that the Report should be provided to Court on 20 June.

8. Scottish Code of Good HE Governance – draft consultation response

The University Secretary and Compliance Officer introduced a draft response to the consultation on a revised Scottish Code of Good HE Governance, highlighting a number of concerns which it was understood were shared by other Scottish higher education institutions. CBG members welcomed the draft and agreed with the general response proposed. In discussions, it was agreed that the draft could be further enhanced by:

- Emphasising the University's adoption and enforcement of very high standards of corporate governance and its commitment to continual development of good practice;
- Highlighting the importance of a strong ethos of personal integrity amongst members of governing bodies and the general lack of recognition of this element within the draft revised Code;
- Suggesting the possibility of considering further discussions between universities and the Scottish Government, through the recently established compact, to ensure a mutual understanding of appropriate governance arrangements for autonomous institutions;
- Encouraging the Steering Group to take more time to reflect on the range of consultation responses received and not to feel compelled to adhere to any artificial completion timeline; and
- Reviewing the general tone to ensure that it reads as a constructive and helpful response.

Subject to these minor revisions, members approved the response and agreed that it should be provided to Court on 20 June for information and endorsement, prior to submission by the deadline of 21 June.

9. Draft agenda for Court, 20 June

Members considered and **approved** the draft agenda for the June meeting of Court.

10. AOB

There was no other relevant business.

Report to Court from Audit Committee

The Audit Committee met on 25 May 2017.

The following items were discussed by the Audit Committee and are provided here for Court to note:

1. External Auditor's Audit Planning Report 2016/17

The External Auditor explained the proposed approach and scope for the audit of the 2016/17 financial statements. This was aligned with an assessment of relevant market factors and operational, financial and business risks, as well as the Audit Committee's service expectations and feedback from previous audit exercises. The External Auditor highlighted areas of particular focus or emphasis within the proposals noting that Audit Committee would be kept abreast of any changes to the planned approach necessitated by emerging issues. The Audit Committee considered and approved the proposed approach for the audit of the 2016/17 financial statements.

2. IAS Activity Report

The Committee noted progress against the delivery of the Audit Plan for the current academic year. However, the Head of Internal Audit indicated that, due to the resourcing issues IAS had faced during the year, some areas would be deferred to 2017/18. Members were content with this approach but were keen to see deferred areas addressed early in 2017/18.

3. Draft Assurance Strategy and Plans for 2017/18

The Head of Internal Audit introduced this paper explained that the Plans had been developed following a detailed consideration of key documents, online research, consultation with key stakeholders and consideration of departmental risk registers to identify all relevant factors. The priority was to ensure that the plans were achievable and would provide sufficient evidence for assurance. A refresh of the structure of IAS internal reports would also be undertaken with a review of the audit approach to focus on risk.

The Committee noted that it had reviewed the IAS planning process, periodically, in the past and that this had proved useful. It was also noted that IAS had undertaken a review of the structuring of RKES and that it may now be timely to revisit this in year 2 or 3 as significant changes in RKES were anticipated in the coming session. The Audit Committee **endorsed** the Internal Audit Draft Assurance Strategy and Plans 2017/18 to 2019/20 subject to the addition of a review of RKES in 2018/19.

4. Audit Report: Review of EPSRC Future CMAC Research Hub

The Head of Internal Audit introduced a draft Report detailing the outcome of a review into the EPSRC Future CMAC Research Hub. The Audit Committee noted that the outcome of the review was judged to be satisfactory and, under the proposed new categorisation, would have achieved substantial assurance with all actions relating to relatively minor issues. It was noted that the Centre was subject to external review and was deemed to be highly compliant. However, members were concerned that the tenor of the report did not reflect this positive outcome. Audit Committee requested that IAS review the report to ensure a focus on the overall judgement and reference to external sources of assurance.

5. Audit Committee Draft Terms of Reference 2017-18

Members considered draft amendments to the Terms of Reference in response to the discussion at the February workshop. The amendments were agreed with some further amendments suggested and a

request that the Terms of Reference be mapped against the examples in the slides provided by the External Auditor to identify any lessons that could be learned.

6. Draft Schedule of Business 2017/18

Members discussed and **endorsed** the Committee's draft Schedule of Business for the next academic year with the addition of a SIMS report to the September agenda and clarification that the Institutional Research Audit item would cover preparation for REF.

Report to Court from Estates Committee

The Estates Committee met on 23 May 2017 and the following items were discussed:

For Noting by Court:

Campus 10 Year Maintenance Strategy 2017-2027

1. A strategy paper was presented to the Committee with proposals for the maintenance of the University estate over the coming 10 year period. The strategy incorporates an approach to address Strathclyde's pre-existing maintenance backlog, measures to ensure that the University would meet its future legislative compliance obligations and a proposal that new and existing buildings should be maintained at Royal Institution of Chartered Surveyors condition 'B', as a minimum expectation. The strategy included an investment plan for key academic and Professional Service/Administrative buildings, which was aligned with the current Estates Strategy. It sought to focus on achieving statutory compliance through a risk management approach, minimising risk to business-as-usual activities by means of a targeted investment in 'business critical' buildings.
2. The Committee was apprised of a number of options for backlog maintenance and legislative compliance as well as an indicative 5-year Priority Plan. It was invited to consider five scenarios, based on annual funding of £2M, £4M, £6M, £8M, and £10M respectively, and in the context of other work due to take place on campus over that period.
3. A number of key recommendations were included in the report.
 - Consideration and support to be given to increasing the capital and revenue budget allocation to address backlog maintenance.
 - Mandate the requirement to undertake ongoing, whole lifecycle costing for all new builds and major refurbishments and adjust forecast budgets to ensure sufficient resources (staffing and non-staffing) are available to operate and maintain these to the standard required to prevent significant levels of backlog developing.
 - Set a KPI for building condition in order to drive improvements within buildings regarded as business critical, and prioritise backlog maintenance accordingly.
 - Continue to focus the drivers for spend on the three main objectives of outstanding student experience, internationally-leading research and world-leading innovation.
 - Business cases for individual projects to provide information on the condition of the building and the infrastructure in which the investment is being made.
 - Continue to ensure that the focus on investment is driven by the Strategic Plan but overlaid by the need to protect buildings which are recognised as business critical and maintain a focus on statutory compliance.
4. The Committee welcomed the report and endorsed the direction of travel. However, it requested that a prioritised list of individual works be prepared, with associated costs. The Executive Team would then take a view on the level of funding to be allocated based upon priority and affordability.

Residences Modernisation Investment Update

5. In January 2015 the Committee approved a 5 year Residences Modernisation Programme. It was now asked to consider a progress report on that Programme. The current status of all residential assets was detailed and an itemised update on the planned works was presented. It was reported that the longer term (25 years) Residence Plan was currently being reviewed as a result of a number of factors including the potential impact of the recent expansion of privately developed purpose built student accommodation (PBSA) in close proximity to the Campus.

6. Issues which were highlighted included: whether the University had the right type of accommodation to meet student recruitment over the coming decade, how many of its students it wished to be able to accommodate, whether it wished to house postgraduate students, and its policy on letting accommodation commercially over the summer period. **[RESERVED]**
7. The Committee acknowledged the impact of the high level of local PBSA accommodation, which was leading to an overprovision of stock. The USSA representative at the meeting expressed the view that most of the PBSA stock on offer was expensive and not affordable to all students. It was therefore essential to ensure that affordable accommodation continued to be made available by the University. USSA also supported any planned expansion of postgraduate accommodation and it was agreed that USSA should be invited to input to any discussion regarding the University's future offering of student accommodation.
8. The Committee expressed its support of the review of the 25 year plan at this time and fully supported an examination of any issues or factors which could impact on the future residential offering. It was noted that a further report would be submitted to Committee early in 2018.

Decant and Impact Minimisation Strategy

9. The Committee considered a report on the decant strategy for the vacation of the Colville and Architecture projects to support the delivery of the Teaching and Learning Building project and the vacation of the Wolfson building to support the Wolfson Biomedical project. It was noted that the Royal College and the Business School would be used to meet the decant requirements for both projects and the Committee was apprised of the details of the plans, areas and space required and the costings for any works entailed. It was noted that a communications strategy was in place for the dissemination of information regarding the decant process, led by Media and Corporate Communications.
10. The Committee expressed its thanks to the Business School for facilitating these decants by making space available for use.

AL, May 2017

Enterprise & Investment Committee (Annual Report)
[RESERVED ITEM]

**MATTERS TO BE NOTED FROM STRATEGIC MARKETING GROUP
MEETING HELD ON June 7, 2016**

Faculty of Engineering – Marketing Focus

1. The group were given an update on the marketing activity of the Faculty of Engineering by the Faculty Marketing Coordinator.
2. The faculty activities are split across the eight departments and the presentation covered – structure, marketing and recruitment collateral, student recruitment conversion, departmental campaigns, outreach events and partnership work.
3. Engineering's marketing is currently undertaken using a distributed model with some central support, although it is moving more towards a central model, embedded within the Faculty Office.
4. The group were particularly interested in exploring how to maximise interest in the most popular courses globally and it was identified that the new Head of RIO should take this forward as an action.

Student Recruitment - International Recruitment Data

5. The Director of Marketing and Communications presented information drawn from HESA data to illustrate the international student market in the UK. This stimulated a discussion on Strathclyde's opportunities to grow numbers, with the group noting that there is still capacity within the market for the University to expand international student numbers.
6. The Group also discussed the institutional benchmark set of universities and acknowledged that other groups should be used at faculty, department and course level.

Student Recruitment - International Market Data

7. The Director of Marketing and Communications presented a paper outlining the University's key international markets, the environment within each, Strathclyde's performance and the sectoral performance in each.
8. The Group discussed the volatility in markets and how to guard against an over-reliance on a dominant market, while recognising that some markets are open to more activity, with risk being maintained at a relatively low level.
9. The Group welcomed both papers on International Recruitment and noting that mixture of data and narrative allowed a clear understanding of the University's position and where opportunities and threats are emerging.

Executive Team Internal Communications Project Update

10. The Director of Marketing and Communications presented the latest update on Executive Team report on Internal Communications and shared the latest draft of the paper with the Group. The Group discussed the importance of internal communications and noted that resource is essential to allow internal communications to function at their most effective.

Web Development

11. The Acting Head of Media and Corporate Communications briefed the Group on the latest developments relating to web and digital developments.
12. The feedback from the Group was very positive, with members all commenting it is easy for the user to find what they are looking for and there is a good balance between promotional and functional.
13. There was a discussion about a separate site to service the University's Chinese recruitment activity and the Group were informed that is being taken forward through RIO and MCC, in conjunction with the faculties and the new Head of RIO.

Strategic Marketing Group – Future Direction

14. As this was the last meeting of the academic year, the Group discussed the future shape and direction of the Strategic Marketing Group. There was unanimous support for its place and role within the University and members have been encouraged to help shape discussions topic for the forthcoming year.
15. It was also noted that it will be a crucial forum for the new Head of RIO to work within to help shape our approach to recruitment activity and also for reputational enhancement and protection in more general terms.

**Annual Committee Report 2016-2017
Equality & Diversity Strategy Committee (EDSC)**

Statement of Purpose

1. The Equality & Diversity Strategy Committee (EDSC) is a University Committee operating with the delegated authority of Court to oversee the University's compliance with its equality and diversity obligations, as set out under the Public Sector Equality Duty, Equality Act 2010.
2. The Committee is convened by the Vice-Principal and met twice during 2016-17, on 30 November 2016 and 31 March 2017.
3. **Court is invited to note the report**, which provides an overview on developments and achievements on equality and diversity during 2016-17.

Developments in 2016-2017

Public Sector Equality Duty responsibility

4. The University has a new set of Equality Outcomes for the period 2017-2021.
5. Extensive university-wide consultation took place to finalise the Equality Outcomes. 1,593 respondents contributed – of which 80% were students. This is an increase of 67% in the response rate from the consultation carried out in developing the previous 2013-2017 Equality Outcomes and is the highest response rate in the sector.
6. The following University compliance reports were published by 30 April 2017, in keeping with the Public Sector Equality Duty:
 - [Strathclyde Equality Outcomes 2017-2021](#)
 - [Strathclyde Equality Outcomes 2013-2017 Progress Report](#)
 - [Strathclyde Equalities Mainstreaming Report 2017](#)
 - [Strathclyde Equal Pay and Gender pay gap report 2017](#)
 - [Strathclyde Staff Equality Monitoring Report 2017](#)
 - [Strathclyde Students Equality Monitoring Report 2017](#)

New Equality Policies

7. During 2016-17, the EDSC approved the following new Equality Policies:
 - [LGBT+ Policy](#): The policy supports the LGBT+ community on campus and provides guidance to staff and students on their rights and responsibilities.
 - [Policy on Dress Code and Appearance](#): The policy outlines guidance on dress code and personal appearance for staff, students and visitors.

Athena SWAN

8. The EDSC received the Athena SWAN annual report at the March 2017 meeting.
9. The University has achieved further Athena SWAN awards including first-time Bronze awards in
 - Biomedical Engineering(BME); and

- Naval Architecture, Ocean and Marine Engineering (NAOME)

10. The Strathclyde Institute of Pharmacy & Biomedical Sciences (SIPBS) has also renewed its Bronze award.

11. The University now holds 11 departmental awards (1 silver and 10 bronze) and an institutional bronze award.

As of May 2017	Athena SWAN status
University (2011 – renewed in 2014)	Bronze award
Architecture	Bronze award
Biomedical Engineering	Bronze award
Civil & Environmental Engineering (renewed)	Silver award
Chemical and Process Engineering	Bronze award
Design, Manufacture and Engineering Management	Bronze award
Electronic and Electrical Engineering	Bronze award
Mathematics and Statistics	Bronze award
Mechanical and Aerospace Engineering	Bronze award
Naval Architecture, Ocean and Marine Engineering	Bronze award
Physics	Bronze award
Strathclyde Institute of Pharmacy and Biomedical Sciences (renewed)	Bronze award

12. The University's commitment to pursuing excellence on gender equality is cited in the University's Outcome Agreement with the Scottish Funding Council.

13. The University's Equality & Diversity Manager and Gender Equality Officer continue to contribute to the Athena SWAN national assessment panels and the UK Athena SWAN Advisory Group.

Gender Equality Steering Group

14. The Gender Equality Steering Group (GESG) continues to address underlying gender related inequalities at the University and ensures that progress is made on the 25 gender equality recommendations which were approved by the Executive Team in January 2016.

15. In line with the [Scottish Funding Council's Gender Action Plan](#), the GESG is overseeing the development of a single University Gender Action Plan by July 2017.

16. During the year the GESG considered draft policies, information and guidelines on:

- Gender Equality Policy
- Family Friendly Research Leave and Family Friendly Mentoring
- Encouraging female recruitment and promotions
- To consider gender balance when naming buildings and other University spaces
- Guide on inclusion and diversity in University events

17. The University continues to support female staff via the Women in Science & Engineering (WISE) Committee and by sponsoring staff to participate in the Leadership Foundation for Higher Education [Aurora Women's Leadership Programme](#).

Equality Impact Assessments

18. The aim of [Equality Impact Assessments](#) (EIAs) is to eliminate any discriminatory practice, whether intentional or unintentional in policies, procedures and practices. The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires public authorities to conduct and publish EIAs.
19. Considerable progress has been made during 2016-2017 to simplify and support the process for conducting EIAs across the University, through:
- raising awareness on the compliance requirements in Departments/Schools, Faculties and Directorates;
 - identifying and prioritising policies for EIAs;
 - completing revised EIAs; and
 - providing training on the new EIA process. 57 staff have received training thus far.
20. The Equality & Diversity Manager provides advice and support to staff conducting the EIAs.

Equality Projects at Strathclyde

21. [Project Search](#) is a one year transition programme which provides employability training and education for individuals with disabilities. Strathclyde is one of 13 Project Search sites across Scotland.
22. Project SEARCH is based on a partnership with the City of Glasgow College, Glasgow City Council Supported Employment Service and Autism Network Scotland.
23. This year long programme is in its third year providing employability training and education for people with autism with the aim of securing employment.
24. During 2016-2017 ten student interns undertook work experience placements in different Academic and Professional Services departments. Of the 10 graduates, 5 have successfully gained employment to date. This demonstrates the positive impact of the programme in enhancing the personal and professional development of the participants and improving their employment prospects.
25. The 2016-17 Project SEARCH graduation ceremony took place on 2 June 2017, at which the 10 students graduated, with their parents and families in attendance, together with staff and buddies, who provide day to day support during a placement. It was an excellent event with a welcome from senior officers and presentations by interns and a buddy.
26. [Equally Safe project](#) - addressing gender-based violence in Higher Education. The project, funded by the Scottish Government, will develop a toolkit using Strathclyde as a pilot site, to challenge gender-based violence (GBV) across Scotland's university campuses. The project has attracted national and international interest. A delegation of South Korean officials recently visited the University to learn about gender equality and implementation of equality and diversity initiatives.
27. [Trans.Edu Scotland](#) - the aim of this research is to better understand the barriers and challenges faced by trans applicants and those considering going to college and university as well as students and staff currently within further and higher education in Scotland.

The project is gaining recognition across the UK and internationally for its innovative approach in working with trans people with lived-in experience.

28. The project team hosted a successful national conference on Trans Awareness in Education (May 2017) during the [Engage with Strathclyde Week](#).
29. [Report and Support](#) – this initiative was launched during the Diversity Week and is a collaboration between the University and USSA to encourage students and staff to report any inappropriate behaviour, verbal or physical harassment, or other actions that make one feel unsafe, and to receive appropriate support at the University.

Equality and Diversity Contacts Network

30. 38 voluntary Equality and Diversity Contacts are in place in Departments/Schools and the Professional Services to:
 - raise awareness at department level on the University Equality and Diversity developments;
 - assist with Equality Impact Assessments;
 - provide two-way communications between the local area and the Equality and Diversity office; and
 - contribute to equality events/ projects and the university annual report.
31. The Equality and Diversity Contacts have received training on equality and diversity and Equality Impact Assessments to enhance their awareness and develop capacity. Regular meetings have been held throughout the year.

Celebrating diversity on campus

32. The University, in implementing the Public Sector Equality Duty (PSED) requirement to *foster good relations between people who share a protected characteristic and those who do not*, hosted events throughout 2016-2017, including Diversity Week 2017.

[Diversity Week 2017:](#)

33. The University hosted its third Diversity Week during 20-24 February. On this occasion the events were sponsored by the [University's Alumni Fund](#). The Equality and Diversity Team worked closely with student societies and the University of Strathclyde Students Association in arranging another very successful week.
34. Around three thousand students participated in the 20 events, which ranged from presentations and discussions, inter-faith dinner, to showcasing national and cultural heritage.
35. During the week the Equality and Diversity Manager received the Students Association's Inaugural Award for making an ['Outstanding Contribution to Strathclyde Students'](#).
36. The following feedback illustrates the positive experience of students and highlights the impact of the Diversity Week.
 - *The Diversity Week is wonderful! Thanks for bringing different countries' students together and thanks for your contributions to this great event! (Indian Students Society)*
 - *Thank you for taking the initiative and organising Diversity Week. It was an amazing event. Congratulations! for organising it well. (Chinese Students Society)*

- *I hope you are both as proud as me, I feel it was a great day... though a little slow at times and then people wanting it to go on even longer! ([Human Library Event](#))*
- *I think the events went really well and was one of the best advertised Diversity Weeks I have seen. The variance of activities from presentations, exhibitions, sports, culture and food made the event an incredible success and everyone who got involved seemed to really enjoy trying something new. (USSA VPSW)*

Equality Events:

37. Other events hosted by the Equality and Diversity Office include:

- International Women's Day: Be Bold for Change (March)
- 'Inclusive Glasgow, Inclusive Scotland' (April)
- 'Inter-cultural Understanding' (April)
- Festive holiday meal (December) – 155 students attended
- Black History Month (October)
- Training on Unconscious bias

External Engagement

38. The University contributed to the Scottish Government [British Sign Language National Plan consultation](#). The Government's draft BSL National Plan covers the period 2017-2023 and is aimed at making Scotland the best place in the world for people whose first or preferred language is BSL to live, work and visit.
39. The Plan is framed around ten long term goals including: public services as a whole; early years; school education; post-school education; employment; Health mental health and social care; transport; culture, leisure, sport and the arts; justice and democracy.

Recommendation

40. Court is invited to note the Equality & Diversity Strategy Committee's Annual Report and the progress during 2016-17 in achieving compliance with the University's equality and diversity obligations.