



UNIVERSITY COURT – AGENDA

Thursday 16 June 2022, 14.00-17.00
Court-Senate Room, Collins Building

Apologies: Gillian Hastings

Declarations of interest: None

Introduction		
1.	Minutes of the meeting held on 3 May 2022 and note of the strategy session	Paper A
2.	Matters arising	Paper B 5 mins
3.	Principal's Report <i>Principal</i>	Oral 30 mins
Substantive items		
4.	REF results <i>Executive Dean of Engineering, Director of RKES, Research Policy Manager</i>	Oral 40 mins
5.	Q3 2021-22 – Quarterly Business Report <i>Chief Financial Officer, Director of Strategic Planning</i>	Paper C 15 mins
6.	2022/23 Budget, Financial Forecasts and Operating Plan <i>Chief Financial Officer, Director of Strategic Planning</i>	Paper D Paper E 30 mins
7.	People Strategy, Policy and Investments <i>Chief People Officer, Associate Principal, Social Inclusion</i>	Oral 15 mins
8.	Corporate Risk Register and Risk Appetite <i>University Compliance Officer</i>	Paper F Paper G 10 mins



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For Honours and Further Education
2019

Items for formal approval		<i>15 mins</i>
9.	USSA budget 2022/23	Paper H
10.	Court and Committee memberships 2022/23	Paper I
Items for information		<i>5 mins</i>
11.	Enterprise & Investment Committee Annual Report	Paper J
12.	Equality, Diversity & Inclusion Committee Annual Report	Paper K
Committee reports <i>(for noting, unless otherwise stated)</i>		<i>5 mins</i>
13.	Executive Team	Paper L
14.	Senate	Paper M
15.	Court Business Group	Paper N
16.	Audit & Risk Committee	Paper O
17.	Staff Committee	Paper P
18.	Enterprise & Investment Committee	Paper Q
19.	Estates Committee	Paper R
Closing remarks		<i>5 mins</i>
20.	Any other business	
	Date of next meeting <i>5 October 2022</i>	



MINUTES OF UNIVERSITY COURT

3 May 2022

Auditorium C, Technology & Innovation Centre

Present: Paula Galloway (Vice-Convenor, in the Chair), Professor Sir Jim McDonald (Principal), Professor Scott MacGregor, Neelam Bakshi, Kirsty Bannatyne, Virginia Beckett, Elaine Blaxter, Linda Brownlow, Ronnie Cleland, Professor Jonathan Delafield-Butt, Andrew Eccles, Gillian Hastings, Stephen Ingledew, Mary Jo Jacobi, Councillor Ruairi Kelly, Susan Kelly, William McLachlan, Benn Rapson, Professor Jan Sefcik, Brenda Wyllie, Peter Young

Present by remote video link: Dame Sue Bruce (Convenor).

Attending: Professor Tim Bedford, Professor Douglas Brodie, Gillian Docherty, Professor David Hillier, Professor Atilla Incecik, Dr Veena O'Halloran, Beth Lawton, Gordon Scott, Professor Eleanor Shaw, Professor Iain Stewart, Steven Wallace, Dr Daniel Wedgwood, Professor Stephen McArthur, Professor Duncan Graham.

Apologies: Melfort Campbell, Alison Culpan, Malcolm Roughead

Welcome and apologies

The Vice-Convenor welcomed Court members and attendees to the meeting, noting that she was convening the meeting because the Convenor of Court was able to join only by remote video link.

The Vice-Convenor extended a particular welcome to Louise McKean and Wesley Rennison, who were attending their first meeting of Court since taking up the roles of University Compliance Officer and Director of Strategic Planning, respectively.

No interests were declared.

1. Minutes

Court **approved** the minutes of the meeting held on 1 March 2022.

2. Matters arising

There were no matters arising, other than those covered in the main agenda.

3. Principal's Report

The Principal updated Court on recent developments, including the following:

- The University had been nominated for seven awards across six categories in the Herald HE awards. Strathclyde Students' Union had also received two nominations.
- The University had been recognised as Scotland's best large employer at the S1 Jobs Recruitment Awards
- Recent changes in senior roles included
 - the new University Compliance Officer and Director of Strategic Planning commencing their roles (as noted above);
 - the appointment of Dr Stuart Fancey as University Secretary, due to commence on 6 June;
 - the recent appointment of Gordon Scott as Chief People Officer; and
 - the appointment of four new Deputy Associate Principals (DAPs), Professor Trish Connolly, Professor Madeleine Grealy, Dr Churnjeet Mahn and Professor Debbie Willison, plus the re-appointment of Brian Green as DAP with a new remit.

- The results of the 2021 REF exercise were due to be released shortly. The University would receive the results under embargo before publication and had a detailed plan for analysis and communications. The REF team was commended for their work in preparing the submission and planning for the results.
- Many graduates from the classes of 2020 and 2021 had returned to the University this spring to participate in graduation celebration ceremonies. Around 4000 graduates had taken part and many had expressed their gratitude for this opportunity to reclaim experiences that had been missed due to the Covid-19 pandemic.
- The Principal had carried out a round staff engagement sessions, with good levels of participation from across the University.
- The University has recently hosted a visit by the UK's Ambassador to China. Discussions had included the mobility of Chinese students in the context of continued Covid-19 lockdowns in parts of China.
- The Principal had recently co-chaired, with the First Minister, a meeting of the Scottish Government's Energy Advisory Board.
- The Scottish Funding Council's Indicative Funding Allocations for 2022/23 had been released at the end of March. It was noted that grants relating to research had not been announced, as they would be calculated with reference to the results of the REF.
- The University had won a number of significant research awards. The Principal outlined several examples of these.

In addition, the Chief People Officer gave a brief update on industrial relations.

Court **noted** the report.

4. Budget setting: context and process

The Chief Financial Officer (CFO) presented an update on the budget process for the coming academic year. This process was to culminate in presentation of the budget for approval by Court at the 17 June Court meeting.

The overarching aim was delivery of a balanced budget in an uncertain environment. Within this, the intention was to create positive net operating cashflow and covenant compliance with improved headroom. This would be achieved by careful management of expenditure and a strong focus on income targets. It was noted that additional requests for resources that had not yet been approved would be considered separately and ranked according to priority.

The budget process methodology was outlined for each key area, noting the importance of adaptive modelling, given increased levels of uncertainty in the wider environment.

Court **noted** the presentation.

5. Project MERLIN

The Chief Commercial Officer (CCO) outlined MERLIN (Manufacturing, Electrification and Lightweighting at Inchinnan), a proposed initiative that would consolidate Electrification (Driving the Electric Revolution, DER) activities of the Power Networks Demonstration Centre (PNDC) and the work of the Lightweight Manufacturing Centre (LMC) within the current Rolls-Royce facility at Inchinnan, which the University would sub-lease, drawing on and maximising the impact of major grants in relevant areas. The project would yield the co-location of capabilities that supported the design, manufacture, integration and testing of decarbonisation products, giving Strathclyde a unique position in supporting integrated solutions to major global challenges.

In discussion with Court members, it was noted that PNDC would continue to be based in Cumbernauld. Those activities that were due to be developed within MERLIN were above and beyond the capacities of the Cumbernauld facility. It was also noted that Rolls-Royce and the landlord of the Inchinnan site were highly supportive of the project. Members noted that the strong track record of income generation at the relevant facilities gave confidence in the income projections in the paper. It was noted that Estates Committee would be consulted appropriately on any future developments or opportunities at the level of design.

Court **approved** the project, including capital investment of up to **[RESERVED]** for refurbishment of the Inchinnan facility.

6. TIC Zone update

The CFO and CCO presented an update on the development of the TIC Zone in the Glasgow City Innovation District (GCID), noting that this was a key driver of regeneration in the central east-end of Glasgow and that its importance had increased still further since the Covid-19 pandemic. Proposals for the further development of the TIC Zone had been adapted to take account of this and other changes in the wider context. The proposals had four main strands:

- **Construction of TIC East:** In line with previous presentations to Court, the TIC East building would be the first constructed. Discussions continued with stakeholders to finalise funding arrangements.
- **Development of the old Students' Union building:** The Student Union's move to the Learning & Teaching Building had created an opportunity to re-envision the vacated building as a digital, social and entrepreneurial hub within a sustainable setting. A feasibility study was to be carried out.
- **Enabling Ambitious Growth of the Quantum Cluster:** The Quantum Cluster's specialist facilities that could not be delivered within TIC East or the old USSA building for structural reasons. Options were being explored in other spaces and a feasibility study was to be carried out for the leading proposal.
- **TIC West:** Development of the proposed TIC West building through commercial developers was being explored as potentially an appropriate approach in the current context.

In discussion, members noted that Strathclyde's Quantum Cluster was distinctive while also complementing other centres of quantum research and innovation globally. Its further development would create the capacity and infrastructure required to enhance this role. Members discussed and received reassurances on legal safeguards in potential relationships with commercial partners. It was noted that the planned feasibility studies would be holistic, not only centred on building design.

Court **noted** the update.

7. University of Strathclyde Student's Association (USSA) Audited Accounts 2020-21 and Update Articles of Association

The Chief Executive and the President of USSA presented the student association's annual accounts for the previous financial year, in compliance with statutory requirements to make the accounts available to Court.

It was noted that both income and expenditure had been affected by the pandemic. The accounts showed an overall surplus and the organisation's cash position was strong. USSA continued to work with the University on management of its pension liabilities. The CFO commended the accounts and noted that they reflected good stewardship of the Association in a difficult context. Future prospects for its commercial operations were positive. Members discussed the opportunities created by relocation to the Learning & Teaching Building and were given a brief update on on-going snagging work on the building.

USSA's revised Articles of Association were also presented. It was noted that these had been approved by a general meeting of USSA and that Court's approval was required by legislation.

Court **noted** the accounts and **approved** the Articles of Association.

8. [Reserved item]

Items for formal approval

9. Supporting CMAC Growth and Strategic Expansion via Extension of National Facility

Court **approved** the business case for the strategic expansion of CMAC.

10. Amendments to the Regulations: Committee compositions

Court **approved** the proposed amendments to the Regulations.

Committee Reports

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

11. Executive Team

12. Senate

Court **approved** the following new awards for inclusion in the Ordinances:

- Professional Doctorate
- Graduate Certificate
- Open Studies Certificate

13. Court Business Group

14. Court Membership Group

Court **approved** the appointment of Fiona Salzen as a lay member of Court.

15. Audit & Risk Committee

16. Enterprise and Investment Committee

17. Estates Committee

18. Remuneration Committee

19. AOB

Steering Committee for Quinquennial Court Effectiveness Review

Court **delegated authority** to the Convener to establish a steering committee for the 'externally facilitated evaluation of [Court's] own effectiveness and that of its committees' which was due to be held in 2022, in line with the requirements of the Scottish Code of Good Higher Education Governance.

Date of next meeting

- 16 June 2022

DW, 6 May 2022



UNIVERSITY COURT

Note of the strategy sessions held on 3 May 2022
Technology & Innovation Centre

Following a business meeting (separately recorded in formal minutes), Court and Executive Team members were joined by the Principal's Special Advisors, Deputy Associate Principals and Directors of Professional Services for the remainder of the event.

‘Present-Forward’: Presentations on delivering specific elements of Vision 2025

Court members and attendees received the following presentations:

Political, economic and social context: national, European and global perspectives

Emma Congreve (Knowledge Exchange Fellow, Fraser of Allender Institute), Professor John Bachtler (Director, European Policies Research Centre)

Technology-enhanced learning and teaching:

- Scaling institutional capability as a leading provider of high-quality flexible online industry-connected education
Helyn Gould, Scott Walker
- VR in Learning & Teaching
Howard Ramsay, Professor Alec Morton

‘Future-Back’: visions of Strathclyde in 2030 and pathways to delivery

Members and attendees took part in group discussions, following which feedback was provided from each group in a plenary session, including the following points.

Operational Excellence

- Strathclyde is a campus-based institution. Within this, an agile, flexible approach to the use of space would be needed as we look towards 2030, to accommodate the changing needs and expectations of students, funders and other stakeholders.
- Regular communication with these stakeholder groups would be necessary to understand their requirements.
- Much had been learned during the Covid pandemic. Applications of this learning should be pursued as soon as possible.
- During the anticipated times of change, it would be important to maintain, but also, where appropriate to evolve, Strathclyde's culture. To do so would require a thorough understanding of that culture and the changing context.
- Resourcing of Professional Services areas should be at appropriate levels to promote and facilitate innovation in delivery.
- Strathclyde's values, and a focus on wellbeing and compassion, should be central to activity on all these fronts.

Transformative Innovation & Impact

- Strathclyde should, in 2030, be making major contributions to solving global challenges, across a range of social, economic and technological domains.
- It would be important and mutually beneficial to engage with stakeholders over their visions for 2030, to help align values and aims and to understand how the University could address their needs.

- The University should take an evidence-based approach to understanding the contributions of leading organisations in growth areas, combined with horizon scanning to anticipate the next major trends in innovation.
- Distinctiveness of approach would be of vital importance: many organisations would share aims and motivations, but *how* we achieve things would determine added value.

Digital Vision and Transformation

- The details of leading digital technology in 2030 could not be reliably predicted. Therefore, our focus at this stage should be on how the use of digital resources can effect and support transformation, drawing lessons from past cases of disruption in other sectors.
- Digital transformation must be understood to be continual activity.
- To be fit for 2030, as a leading international technological university, digital technology will have to be viewed holistically, at the service of staff and student needs and with avoidance of duplication. Transformation should encompass process and people/behaviours, not only technology.
- The appetite for risk in relevant areas must be appropriate to stay ahead of the pack in digital and digitally-enabled capabilities.
- Consideration should be given to the ways in which digital transformation and performance are understood and communicated to Court. To this end, a 'digital scorecard' approach might be adopted.

Global Engagement

- The global context in the period up to 2030 was subject to uncertainty on many fronts. For example, the effects of climate change and current geopolitical trends could lead to pressures for more local supply chains but also could result in greater internationalisation. International research and innovation activity could also face contradictory pressures, with technological facilitators but also geopolitical inhibitors.
- In higher education, technology was likely to have some disruptive effect, but could also help to enhance and embed current practices. Trends in demand for different kinds of qualification might change, with potential opportunities in micro qualifications.
- To thrive in a changing international student market, our offering must be attractive and suitably flexible.
- In order to meet all such challenges, Strathclyde will need to:
 - operate agile business models;
 - embrace disruptors;
 - maintain distinctiveness; and
 - continue to enhance branding and positioning.

World-Leading Research

- The pipeline of research excellence would be critical. Areas of strength should be built on, paying attention to both translational expertise and underpinning fundamental research, to provide for continued progress and growth.
- Horizon scanning would be crucial to identifying and capturing opportunities.
- During a time of disruption, staff development would be crucial, to create leaders in different fields.
- At the same time, established leaders should be attracted into the University.
- National and international influence and profile would be important in creating and capturing opportunities.
- International collaborative opportunities would be affected by an increasingly difficult geopolitical context, but Strathclyde was still well placed to thrive. To do so would require keen responsiveness to the funding landscape and any emerging governmental initiatives.

Outstanding Education and Student Experience

- Our understanding of what works and what doesn't in innovative learning and teaching had been accelerated through the response to the Covid-19 pandemic.
- In emerging from this experience, agility and flexibility would be required to evolve an outstanding student experience for 2030. This would also require appropriate technology, joined up systems, upskilling of staff and cultural and behavioural changes to fit with new models.
- Other factors, including staff-student ratios, had been discussed as potential contributors to an outstanding educational experience.

- It was likely that the national qualifications framework would move towards greater flexibility and the University would need to be ready to respond to this positively.
- The role of an academic advisor, acting as a personal development 'coach', could be expected to become ever more important.
- In anticipating and leading changes in learning and teaching, the extra-curricular context for many students must be taken into account, including the need for many to work alongside studying, often in vulnerable parts of the economy.

Close

The Convener and the Principal thanked Court members and attendees for their contributions and brought the session to a close.

**Q3 2021-22 – Quarterly Business Report
[RESERVED ITEM]**

**2022/23 Budget, Financial Forecasts
[RESERVED ITEM]**

**University Operating Plan 2022-23
[RESERVED ITEM]**

Corporate Risk Register
[RESERVED ITEM]

Risk Appetite Update

Introduction

1. This paper provides an update on work undertaken by the short-life working group on risk appetite to determine the University's risk appetite associated with each of the revised risk categories previously agreed with Executive Team (ET).

Background

2. Risk appetite is the amount and type of risk that an organisation is willing to accept in order to meet its strategic objectives.
3. The short-life working group on risk appetite presented a paper to Executive Team on 14 January 2020 providing an example of a risk description and risk appetite for the Compliance risk. The Group was led by the University Secretary and Compliance Officer (USCO) and included the Chief Financial Officer (CFO), the Associate Principal (Research & Innovation) and the Risk and Resilience Manager.
4. The next steps were for ET strategic risk owners to develop similar risk descriptions and risk appetites for their assigned risk category. The CFO and Associate Principal (Research and Innovation) presented their risk descriptions and risk appetites for Finance and Research related risks to ET on 25 February 2020.
5. The Group had to pause its work in February 2020 as resources were diverted to concentrate on the response to Covid-19 and recommenced again in early 2022.

Risk Categories

6. To develop an appropriate range of risk appetites it was important to identify the key sources of risk affecting the University and create a list of relevant risk categories. These risk categories corresponded to the Strategic Goals and Cross-cutting Goals from the University's Strategic Plan, plus further underpinning categories on compliance, finance, people, reputation and the external environment.
7. Recognising that each risk category title may not sufficiently explain the types of risks associated with the category, a small number of high-level sub-categories were defined. Reference was made to the University's Strategic Plan Vision 2025, information from PwC's review of HE Risk Profiles and comparing risk categories used by other organisations. Thereafter a refinement of risk category titles and sub-categories took place to ensure they covered the range of risks and sub-categories relevant to the University's objectives and activities. Details are provided in Appendix 1.
8. Strategic Risk Owners and Accountable Persons were then assigned to each of the risk categories (see also Appendix 1). A "Strategic Risk Owner" is a senior ET lead with primary responsibility for the academic or professional services delivery associated with the risk category. "Accountable Persons" are other ET members or PS Directors whose portfolio significantly influences the delivery and resources attached to the risk category.
9. While one member of ET is designated as the Strategic Risk Owner within the risk management framework, in practice some risks are the responsibility of all members of ET and all work collaboratively to address and mitigate the risk.


Risk Appetite Approach

10. Risk appetite is the amount and type of risk that an organisation is willing to accept in order to meet its strategic objectives. Organisations have to take some risks and avoid others to be able to succeed. Planning for success requires agreeing a range of risk appetites for different risks specific to our aspirations and requirements.
11. The Group concluded that in order to define appetite for risk, it was important to understand how risk management links to current values. The University is willing to consider bold and ambitious activities or projects which may be classed as high-risk before controls and mitigating actions are implemented (i.e. pre-mitigation), but is innovative in terms of the way it seeks to mitigate those risks.
12. The Group has therefore concluded that a risk appetite statement for each of the risk categories should be defined and applied **post-mitigation** to describe the University's appetite for risk to deliver its goals.
13. For example, the University could define its risk appetite for compliance as low; for finance as medium; and for research as high. Each risk category consists of several sub-categories and these need to be considered separately and risk appetites assigned accordingly to ensure an accurate representation of the level of risk the University is willing to accept.

Risk Appetite Range

14. While assigning a qualitative level of risk appetite, e.g. low, medium or high, the Group felt it was important to include a definition for each level, assign a quantitative range in which to position risk appetite that connected to the risk rating matrix in the Risk Management Framework and had trigger points where the University was not comfortable accepting the risk without further examination of the mitigating action for escalation. See Figure 1 below.

Figure 1.

Risk Appetite Range (after mitigations are in place)	Low	Medium	High
			
Definition	Prepared to accept only low levels of risk. Preference for reliable and safe options. Willing to accept that potential returns will be limited.	Prepared to accept moderate to high levels of risk to achieve objectives. Willing to consider less reliable options for a higher return.	Prepared to accept substantial risks in order to achieve successful outcomes and potentially higher rewards.
Risk Rating Matrix Score (RM Framework)	Low 1-4	Medium 5-14	High 15-25
Risk Trigger Point (as aligned to Risk Rating Matrix Score)	Scores greater than 4 will prompt escalation to appropriate committee or tier of management.	Scores greater than 14, or where there has been a significant change within the banding, will prompt escalation to appropriate committee or tier of management.	Scores greater than or equal to 20, or where there has been a significant change within the banding, will prompt escalation to appropriate committee or tier of management.

15. The risk trigger point includes escalation when the risk rating has changed significantly within the banding of either the 'medium' or 'high' sections of the range. For example, if a risk has previously been assigned a risk rating of 5 but at the next review it has increased to 12, then this would prompt further review, although it has not hit the trigger point of 14.

Risk Appetite Statements

16. To arrive at meaningful risk appetite statements each risk category and sub-category have been analysed to identify what the typical risks and consequences are to the University, with consideration of the impact on the strategic objectives. This then informs the description of the risk appetite, any aspects that will not be tolerated or permitted and what risk level should be assigned in the risk appetite range. See Appendix 2 for an example of the work undertaken using the Finances risk category and sub-categories. Similar work was undertaken for the Research and Compliance risks.
17. ET has agreed to a format of risk appetite statements that are in a concise layout describing the risk appetites associated with each of the University's risk categories along with related parameters.
18. For the purposes of providing interested parties with an easy-to-read series of statements that reflect the University's risk appetite, and using the three risk categories previously developed for Finances, Research and Compliance, the layout is contained in Appendix 3.
19. This style of presentation will assist with demonstrating to interested parties the University's risk appetites that support achievement of our ambitious strategic objectives while recognising we work within certain boundaries where we have no tolerance for certain conditions or activities.
20. Acknowledging the breadth of risks encountered by the University, Appendix 4 provides a further illustrative view of the risk appetites for each of the sub-categories. Again, this has been populated for the Finances, Research and Compliance risks.
21. Work will be undertaken to complete the seven remaining risk appetite statements in conjunction with the relevant Strategic Risk Owners using the same format and to take account of the comments provided by Audit and Risk Committee at its meeting on 17th March 2022.

Recommendations

22. Court is invited to:
 - a) **note** the format and content of the top-level risk appetite statements in Appendix 3; and
 - b) **note** the format and content of the risk appetite summary matrix in Appendix 4.

**Risk Appetite
Appendices
[RESERVED ITEMS]**

USSA budget 2022/23
[RESERVED ITEM]

Court and Committee Membership 2021/22

Introduction

1. This paper sets out the proposed membership of Court and relevant committees for 2022/23. It provides recommendations for Court's consideration following discussion at the meeting of Court Membership Group (CMG) on 6 June 2022.
2. The paper is divided into two sections:
 - Section A provides an update on the recent lay member recruitment exercise and recommendations relating to the expected membership of Court for 2022/23;
 - Section B provides recommendations on the membership of Court's committees and other relevant committees for 2022/23.
3. For ease of reference, red text boxes are used below to highlight specific proposals that are presented for Court's approval.
4. Updated projections of Court and committee memberships are provided in Annexes A and B, respectively.

Section A: Court Membership

Lay member recruitment

5. At its meeting on 20 September 2021, CMG delegated authority to a sub-group to undertake the recruitment of a lay member of Court during academic year 2021/22. The executive search agency Veredus was engaged to identify suitable candidates.
6. On 19 April 2022, CMG approved the sub-group's recommendation to recommend to Court the appointment of Fiona Salzen for an initial one-year term. This recommendation was presented to Court and approved at its meeting on 3 May 2022.

Lay member re-appointment

7. Four lay members reach the end of a term of office on 31 July 2022.
8. Neelam Bakshi, Melfort Campbell and Mary Jo Jacobi have completed their initial one-year term as lay members of Court. They have indicated their willingness to continue to serve on Court. It is proposed that all three be re-appointed for a second term of office, of four years.
9. Brenda Wylie has completed two terms of office and has chosen not to continue her membership of Court for another term. With one lay member fewer than in 2021/22, Court will remain compliant with all constitutional and regulatory requirements. Therefore, it is proposed that there be no additional recruitment at this stage. Rather, this vacant role will be considered as part of the overall recruitment exercise for 2023/24, giving time to assess and address Court's overall skills needs cohesively.

10. Court is therefore invited to **approve**, on the recommendation of CMG:
- re-appointment Neelam Bakshi, Melfort Campbell and Mary Jo Jacobi as lay members of Court, following completion of their initial one-year term of office, for a second term, to last four years, 1 August 2022 – 31 July 2026.

Court Officers

11. Ronnie Cleland is the current Deputy Convener, Staff, but will complete his maximum term as a member of Court in July 2022. Therefore, this position will become vacant. In addition to an overall oversight and guidance role in relation to Staff, this office brings *ex officio* membership of Court Membership Group and Staff Committee.
12. Deputy Conveners are nominated by the Convener. The Convener has invited Stephen Ingledew to take up the role of Deputy Convener, Staff and he has agreed to do so. Court is invited to **note** this appointment and the *ex officio* committee memberships noted above.

Student membership

13. The terms of office of USSA's elected officers begin in June each year. The terms of student Court members therefore begin and end earlier than those of other Court members. However, the 2021-22 officers remain in post until after the 17 June 2021 meeting of Court.
14. Adam Morrow has been elected as USSA President and will serve on Court during 2022/23, following a handover period in June 2022.
15. The second USSA Executive member to serve on Court in 2022/23, as nominated through USSA's usual procedures, is Lewis McDermott, USSA's Vice-President Welfare.

Local Government member

16. Councillor Ruairi Kelly is the current Glasgow City Council member on the University Court. The Council is currently reviewing its representation on external bodies, including the University, as is normal following local elections. We await the results of this exercise to learn whether Councillor Kelly or another Councillor will occupy this position in the longer term.

Section B: Committee Membership

17. The **current** Committee responsibilities of lay members of Court (i.e. in 2021/22) are as follows:

An asterisk indicates 'committee convener'. Members leaving this year are shown in italics. Mary Jo Jacobi currently has no committee roles.

Lay Member	Responsibilities
Sue Bruce (Convener)	CBG*, CMG*, Remuneration
Paula Galloway (Vice-Convener)	Audit & Risk*, CBG, CMG
<i>Ronnie Cleland (Senior Deputy Convener & Deputy Convener, Staff)</i>	Remuneration*, CBG, CMG, Staff
Gillian Hastings (Treasurer)	EIC*, CBG, CMG, Remuneration, Estates
Alison Culpan	Audit & Risk, CMG
Susan Kelly	EIC
Malcolm Roughead	Staff, EIC
<i>Brenda Wyllie</i>	Audit & Risk
Stephen Ingledew	Staff
Peter Young	SACSOH*
Virginia Beckett	Estates
Neelam Bakshi	Estates
Melfort Campbell	Audit & Risk, Remuneration

18. Proposed changes to the membership of certain committees are set out below. Annex B sets out the consequent expected membership of each committee for 2022/23, indicating where vacancies lie. Note that some of these vacancies relate to *ex officio* committee memberships of the Deputy Convener, Staff. One committee convenership is due to change, that of Remuneration Committee (see below).

Court Business Group

19. Ronnie Cleland is currently a member of Court Business Group (CBG). Therefore, a position for a lay member of Court will become vacant when he leaves Court in summer 2022. While this position is not reserved for the Deputy Convener, Staff on an *ex officio* basis, it can be helpful for the insights and responsibilities of the Deputy Convener position to be brought to bear in CBG discussions. Moreover, it is practical for there to be significant overlap between the membership of CBG and CMG. For these reasons, it has been the usual practice for the Deputy Convener, Staff to be a member of CBG. It is proposed that this should continue. Stephen Ingledew has indicated that he would be prepared to serve on CBG if appointed to both relevant positions.

20. Court is therefore invited to **approve**, on the recommendation of CMG, the appointment of Stephen Ingledew to be a member of CBG.

Remuneration Committee

21. Ronnie Cleland's departure from Court will leave vacant the position of Convener of Remuneration Committee. This position must be filled by a lay member, who may not be the Convener of Court or the Convener of Audit & Risk Committee. Melfort Campbell, an existing member of Remuneration Committee, has relevant skills and experience, including having served as the Chair of the Remuneration Committee of Scottish Enterprise. He has indicated his willingness to take up the convenership of Remuneration Committee if so appointed by Court.
22. Although not strictly required, it is desirable to maintain the current size of Remuneration Committee. Therefore, it is proposed that Melfort Campbell's current position as a member of the committee be filled if he moves to the convenership. Mary Jo Jacobi has relevant skills and experience and has indicated her willingness to join Remuneration

Committee if appointed. It is proposed that she be appointed to this position for up to four years, concomitant with her new Court term of office (subject to confirmation of that re-appointment, as above).

23. Court is therefore invited to **approve**, on the recommendation of CMG:
- the appointment of Melfort Campbell to be Convener of Remuneration Committee; and
 - the appointment of Mary Jo Jacobi to be a member of Remuneration Committee.

Audit & Risk Committee

24. Brenda Wyllie's departure from Court leaves a vacancy in the membership of Audit & Risk Committee (ARC) for a lay member of Court. The newly appointed lay member, Fiona Salzen, has relevant skills and experience and has indicated her willingness to join ARC if so appointed. It is proposed that she be appointed for one year, concomitant with her initial term as a Court member.
25. ARC currently has two members co-opted from outside of the University or Court, who have continuing terms of office and are expected to remain members of the committee in 2022/23. A third co-opted member, Belinda Oldfield, has completed her initial one-year term as a member of ARC. She has indicated her willingness to continue to serve on ARC. It is proposed that she be re-appointed for a second term of office, of four years. While decisions around co-opting are matters for the committee, Court is invited to **note** this.

26. Court is therefore invited to **approve**, on the recommendation of CMG, the appointment of Fiona Salzen to be a member of Audit & Risk Committee, for the academic year 2022/23.

Enterprise & Investment Committee

27. Enterprise & Investment Committee (EIC) has five co-opted non-Court lay members. One of these, Tracy Black, is eligible, under the committee's Terms of Reference, for the first of two possible re-appointments. Discussions are underway with regard to this potential re-appointment. While decisions around co-opting are matters for the committee, Court is invited to **note** this.

Staff Committee

28. As noted above, Stephen Ingledew, currently a member of Staff Committee on a co-opted basis, will take on *ex officio* membership of this committee if appointed as Deputy Convener, Staff. It is proposed that, in this case, Stephen Ingledew's current position on Staff Committee should be filled by another lay member of Court. Mary Jo Jacobi has indicated her willingness to take up this position if appointed.

29. Court is therefore invited to **approve**, on the recommendation of CMG, the appointment of Mary Jo Jacobi to be a member of Staff Committee.

Recommendations

30. Court is invited to
- **note** the projected membership of Court and relevant committees for 2022/23, based on the information currently available; and
 - **approve** and **note**, as appropriate, the proposed appointments and extensions as detailed above.

Annex A

University Court Provisional Membership 2022/23

Subject to approval of proposals put to the present meeting

Convener of Court	Dame Sue Bruce (CBG, CMG, R) <i>(Extended term to 2023)</i>
Vice-Convener of Court	Paula Galloway (CBG, CMG, A) <i>(Re-appointed as Vice-Convener to 2025)</i>
Treasurer	Gillian Hastings (CBG, E, CMG, R, EIC) <i>(to 2023)</i>
Deputy Convener (Staff)	Stephen Ingledew (S, CMG, CBG) <i>(to 2024)</i>
Deputy Convener (Estates)	Virginia Beckett (E, CBG, CMG) <i>(to 2025)</i>
	Other Co-opted Members Fiona Salzen <i>(to 2023)</i> (A) Alison Culpan <i>(to 2023)</i> (CMG, A) Malcolm Roughead <i>(to 2023)</i> (S, EIC) Susan Kelly <i>(to 2023)</i> (EIC) Peter Young <i>(to 2024)</i> (SACSOH) Neelam Bakshi <i>(to 2026)</i> (E) Melfort Campbell <i>(to 2026)</i> (A, R) Mary Jo Jacobi <i>(to 2026)</i> (S, R)
Ex Officio	
Principal	Professor Sir Jim McDonald (CBG, E, S, CMG, EIC)
Vice-Principal	Professor Scott MacGregor (CBG, E, S, CMG)
Appointed by Senate	Linda Brownlow <i>(to 2023)</i> Professor Jan Sefcik <i>(to 2024)</i>
Elected Staff	Professor Jonathan Delafield-Butt <i>(to 2024)</i> Elaine Blaxter <i>(to 2024)</i>
Staff nominated by Trade Unions	Andrew Eccles <i>(to 2023)</i> William McLachlan <i>(to 2023)</i>
President and Vice-President of the Students' Association	Adam Morrow (CBG, E, CMG) <i>(to 2023)</i> Lewis McDermott <i>(to 2023)</i>
Local Government	Councillor Ruairi Kelly (or other GCC nominee)

Committee Membership: CBG: Court Business Group; CMG: Court Membership Group; R: Remuneration Committee; E: Estates Committee; S: Staff Committee; A: Audit & Risk Committee; EIC: Enterprise & Investment Committee, SACSOH: Statutory Advisory Committee on Safety & Occupational Health)

Attending

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

University Secretary	Dr Stuart Fancey
Chief Commercial Officer	Gillian Docherty
Chief Financial Officer	Steven Wallace
Chief Digital & Information Officer	Beth Lawton
University Compliance Officer	Louise McKean
Associate Principal & Executive Dean	Professor Ian Rivers, Faculty of Humanities & Social Sciences Professor David Hillier, Strathclyde Business School Professor Stephen McArthur, Faculty of Engineering Professor Duncan Graham, Faculty of Science
Associate Principal	Professor Tim Bedford (Research & Innovation) Professor Douglas Brodie (Social Inclusion) Professor Atilla Incecik (Internationalisation) Professor Eleanor Shaw (Entrepreneurship & Education)
Chief People Officer	Gordon Scott
Director of Strategic Planning	Wesley Rennison
Head of Governance & Public Policy (Clerk to Court)	Dr Daniel Wedgwood

Membership of Court Committees and Court-related Committees, 2022/23

Updated June 2022

Proposed appointments and re-appointments highlighted

Court Business Group	Enterprise & Investment Committee	Court Membership Group	Audit & Risk Committee
Convener of Court – Dame Sue Bruce	Treasurer – Gillian Hastings (Convener)	Convener of Court – Dame Sue Bruce	Paula Galloway (Convener)
Vice-Convener – Paula Galloway	Principal – Professor Sir Jim McDonald	Vice-Convener – Paula Galloway	Lay member – Alison Culpan
Treasurer – Gillian Hastings	Chief Commercial Officer – Gillian Docherty	Treasurer – Gillian Hastings	Lay member – Melfort Campbell
Lay member – Virginia Beckett	Chief Financial Officer – Steven Wallace	Deputy Convener (Estates) – Virginia Beckett	Lay member – Fiona Salzen
Lay member – Stephen Ingledew	Member of Court – Susan Kelly	Deputy Convener (Staff) – Stephen Ingledew	Kerry Alexander (co-opted)
Principal – Professor Sir Jim McDonald	Member of Court – Malcolm Roughead	Principal – Professor Sir Jim McDonald	Ian Reid (co-opted)
Vice-Principal – Professor Scott MacGregor	Co-opted Member – Fred Hallsworth	Vice-Principal - Professor Scott MacGregor	Belinda Oldfield (co-opted) [subject to re-appointment]
University Secretary – Dr Stuart Fancey	Co-opted Member – John Waddell	Student Member – Adam Morrow	Strategic Committees Estates Committee* Vice-Principal – Professor Scott MacGregor (Convener) Principal – Professor Sir Jim McDonald Deputy Convener (Estates) - Virginia Beckett Treasurer – Gillian Hastings Chief Financial Officer – Steven Wallace University Secretary – Dr Stuart Fancey Senate representative – Brian Green Senate representative – TBC (not appointed by CMG) Student President – Adam Morrow Director of Estates Services – Stella Matko Co-opted member (Court member) – Neelam Bakshi
Chief Financial Officer – Steven Wallace	Co-opted Member – Gillian Watson	Staff Member – Linda Brownlow	
Student Member – Adam Morrow	Co-opted member – Tracy Black [subject to re-appointment]	Lay member – Alison Culpan	
Staff Member – Professor Jan Sefcik	Co-opted Member – Paul Atkinson	Staff Committee*	
		Associate Principal – Professor Douglas Brodie (Convener)	
		Principal – Professor Sir Jim McDonald	
		Deputy Convener (Staff) – Stephen Ingledew	
		Member of Court – Malcolm Roughead	
		Member of Court – Mary Jo Jacobi	
		Senate-appointed member – Brian Green	
		Senate-appointed member – Professor Ian Rivers	
		Co-opted member – Professor Yvonne Perrie	
		Chief Financial Officer – Steven Wallace	
		Chief People Officer – Gordon Scott	

Remuneration Committee	SACSOH**
Melfort Campbell (Convener)	Peter Young (Convener)
Convener of Court – Dame Sue Bruce	University Secretary – Dr Stuart Fancey
Treasurer – Gillian Hastings	Co-opted member – Catriona Schmolke
Lay Member – Mary Jo Jacobi	[Other members drawn from the University as per Terms of Reference]

*The Staff and Estates Committees are strategic committees reporting primarily to Executive Team, but include Court members.

**The University's Statutory Advisory Committee on Safety and Occupational Health (SACSOH) is formally a committee of Court, but has a large membership drawn from across the University. Only Court-related members are listed here.

Enterprise & Investment Committee Annual Report
[RESERVED ITEM]

Equality, Diversity and Inclusion Committee (EDIC) Annual Report to Court

Introduction

1. The Equality, Diversity and Inclusion Committee (EDIC) is a University Committee overseeing the University's compliance with its equality and diversity obligations set out within the Equality Act 2010, and advancing equality, diversity and inclusion across Strathclyde. The Committee meets formally three times a year.
2. Court is invited to **note the report**, which provides an overview on developments and achievements in relation to equality, diversity and inclusion and EDIC during 2021/22, and activity led by the Equality & Diversity Office.

Developments during 2021/22

Change in EDIC convenorship

3. EDIC had previously been convened by the Vice Principal, Professor Scott MacGregor. A change in convenorship was agreed upon and announced in the 2 March 2022 EDIC meeting. Professor Douglas Brodie, Associate Principal for Social Inclusion, has now taken up convenorship of EDIC.

Public Sector Equality Duty reporting

4. The Scottish specific duties of the [Public Sector Equality Duty](#) (PSED) require universities to report every two or four years on activity and progress with regards to their performance of the general equality duty. In 2021, the University published a series of reports on its performance with regard to the PSED including [Equality Outcomes \(2021-25\)](#), [Equality Outcomes \(2021-25\)](#), [Equality Mainstreaming Report 2021](#), [Gender Pay and Equal Pay Gap Report 2021](#), [Staff Equality Monitoring Report 2021](#) and the [Student Equality Monitoring Report 2021](#).
5. While not a statutory duty to publish a Staff Equality Monitoring Report and a Student Equality Monitoring Report in 2022 (the requirement is every two years), the University follows best practice and publishes these reports annually. These reports were noted by EDIC in the 08 June 2022 meeting, and will be published in June 2022 on the [Equality & Diversity Reports web page](#).

Race Equality

6. The [Race Equality Working Group](#) was formed in 2020 with a remit to work to ensure an inclusive environment for Black, Asian and minority ethnicity (BAME)¹ students and staff, promote racial diversity across the University and improve educational and employment outcomes for BAME students and staff where required. The University's work in this area is underpinned by [our pledge](#) to stand united against racism, wherein the University is committed to 'calling it racism, challenging racist behaviour and changing racist structures'. The REWG reports to EDIC.
7. Since its first formal meeting in October 2020, the University's short-life Race Equality Working Group led an institution-wide race equality consultation including focus groups and a survey, analysis of current student and staff data, and wider sector engagement. The work of the REWG led to the development of 14 high-level recommendations for advancing race equality at the

¹ We use the terms Black, Asian and minority ethnicity and the 'BAME' acronym to reflect the Scottish and UK higher education sector's common use of these terms, whilst also acknowledging their limitations. The terms are not intended to suggest that Black, Asian and minority ethnicity people, people of colour, and/or people of global majority ethnicities are a homogenous group. We also refer to individuals with 'lived experience' in recognition of the daily impact of being 'racialised minorities' in Scotland and the UK. We recognise that terminology relating to race and ethnicity is contextual, contested and continually evolving. We commit to regularly revisiting this terminology through the Race Equality Steering Group, as outlined in its terms of reference.

University of Strathclyde, informed by feedback from focus groups as well as additional internal and external evidence on race equality across the higher education sector and at Strathclyde. The recommendations are abridged into topics and summarised below.

- a. Representation, including: improving data collection and dissemination; targeted staff recruitment; career progression initiatives; interventions for recruitment practices; improve understanding of underrepresentation and targeted student recruitment.
 - b. Voice, Belonging and Visibility, including: provision of support, networking opportunities and visibility; initiatives to enter senior leadership roles; communication and visibility of race equality initiatives; formal recognition for race equality work.
 - c. Race Equality in the Curriculum: develop a holistic, sustained strategy for ensuring the University's curricula is decolonised and diverse.
 - d. Eliminating Racial Discrimination and Harassment, including: competence in understanding responding to racial discrimination; recording and reporting; implement Advance HE and SFC assets.
8. The 14 high-level recommendations were presented to EDIC in Semester 1 2021/22 alongside a phased action plan with initial actions. Work is underway on progressing these initial actions.
 9. In March 2022, EDIC approved the development of a Race Equality Steering Group (RESG). The RESG will mirror the existing Gender Equality Steering Group (GESG) and to report into EDIC. In the short to medium term, it is anticipated that the RESG will provide oversight to implementing the REWG recommendations and lead the University's work towards the [Race Equality Charter](#). The RESG terms of reference has been approved by EDIC and work is underway to recruit membership. The first formal meeting of the RESG will take place in Semester 1 2022/23. The RESG will report directly to EDIC.
 10. The University, led by RESG, will use the framework of Advance HE's Race Equality Charter to undertake a full evaluation of race equality across the institution and develop appropriate actions in response, in the form of a SMART (specific, measurable, achievable, relevant and time-bound) University Race Equality Action Plan. This will be completed in academic year 2024/25, at which point the University will apply for its first Race Equality Charter award.
 11. In addition to the above, key activities during 2021/22 have included:
 - a. Scoping and groundwork for a BAME Network for staff, an anti-racist curriculum community of practice, and a race and migration research group or sub-theme in collaboration with academic colleagues. This work will continue into 2022/23.
 - b. Through Strathclyde's partnership with Santander Universities, in 2021 the University rolled out '[Union Black: Britain's Black cultures and steps to anti-racism](#)', a free online education programme designed to drive cultural change. Developed by the Open University and FutureLearn, the programme provides learners with an understanding of the origins and experience of Black British history, race and culture, and how individuals can make a positive difference.
 - c. Strathclyde Teaching Excellence Programme (STEP) is designed to promote and encourage innovation and excellence in teaching via training courses and to act as a catalyst to grow networks and collaborative working across the institution. In 2021/22, a series of Anti-Racist Curriculum discussion sessions were developed as part of STEP, involving six sessions open to all staff on various aspects of anti-racist practice and the curriculum. In 2022/23, the E&D Office plans to expand on this work undertake further work to roll-out sessions for staff involved in teaching, learning and curriculum design, utilising the [Anti-Racist Curriculum \(ARC\)](#) project resources.

- d. The Equality & Diversity Office with Strath Union and the Faculty of Humanities of Social Sciences have secured funding for two distinct anti-racist / decolonising projects with funded project interns via the internal QAA Scotland Enhancement Themes Resilient Learning Communities fund. These projects will commence in 2022/23. In a collaborative approach, the student interns will raise awareness, build community and support practice amongst our students and staff in decolonising, anti-racist, and inclusive curriculum approaches. The projects will support fostering a bridge between staff and students to encourage race equality dialogue and co-creation across our diverse learning communities. The projects will highlight and connect with the most recent sector-wide conversations and developments in anti-racist curriculum from NUS, Advance HE and QAA Scotland.
- e. Instigated in October 2021, work is underway to commission and install a new [Black history mural](#) for the gable end of the Graham Hills building in the heart of campus. This project is led by Strath Union with support from the University. Students and staff are working together on this project to celebrate the diversity of the University community and the impact of Black heritage and culture in Glasgow and beyond.
- f. The University observed [Black History Month in 2021](#), including seminars and events.
- g. Work is currently underway to build online race equality information and resources to bring together relevant work / training / resources for staff and students as well as a hub for events and celebrate Strathclyde's Black, Asian and minority ethnicity colleagues and students. These online resources will launch in 2022/23.

Athena Swan

- 12. The University's Gender Equality Steering Group (GESG) promotes and advances gender equality within the University's staff and student populations and specifically oversees progress against the University's Athena Swan Action Plan and student Gender Action Plan.
- 13. Advance HE's [Athena Swan Charter](#) is a framework (charter and awards scheme) to support and transform gender equality within higher education. The University has been a member since 2005 and has held an institutional Bronze level award since April 2011. 15 departmental awards are currently held. This includes a Faculty level award for Strathclyde Business School, meaning that 20 of 25 departments/Schools are currently covered by Athena Swan accreditation.
- 14. Following the publication of an independent review of Athena Swan in March 2020, Advance HE launched the 'transformed' Athena Swan Charter in July 2021. The Principal formally signed up to the transformed Charter principles in December 2021.
- 15. Strathclyde's institutional Athena Swan award is due for renewal or upgrade to Silver at the end of May 2023. The E&D Office have concluded the initial Athena Swan institution-level mapping and gap analysis, assessing progress against the previous action plan (2017-21), against the transformed Charter principles and requirements, and against criteria for Bronze and Silver level awards. Key actionable priorities from the previous action plan have been identified. The institutional Self-Assessment Team (SAT) met for the first time on 5 May 2022, and will continue to meet monthly until submission in May 2023. A Data and Evaluation Working Group has been convened to conduct a mapping and data gathering exercise, and will report back to the SAT in June 2022.

Horizon Europe Gender Equality Plan

- 16. From 2022, institutions applying for Horizon Europe Framework Programme for Research and Innovation 2021-2027 funding are [required to have in place a Gender Equality Plan](#) (GEP) in order to meet eligibility criteria for the programme. GESG considered a paper on the GEP in Semester 1 2021/22. The E&D Office developed a GEP that meets the requirements and plan was published online in Semester 2 2021/22 ([available here](#)).

Gender Equality: institutional student Gender Action Plan (iGAP)

17. In August 2017, the University published its student focussed institutional Gender Action Plan (iGAP), in line with Scottish Funding Council (SFC) guidance, to outline ongoing and planned activities to address subject specific gender imbalances in student populations.
18. In 2020, SFC and Equality and Human Rights Commission (EHRC) launched a review to identify persistent inequalities in further and higher education. In March 2022, SFC confirmed that institutions are no longer required to develop iGAPs. SFC is currently working to develop national equality outcomes for colleges and universities.

Aurora Women's Leadership Development Programme

19. The University provides annual funding and support for women staff to participate in Advance HE's women's leadership development programme, [Aurora](#). Since 2013, over 120 women have been supported through the programme.
20. In 2021/22, 21 Strathclyde women took part in the programme (20 centrally-funded places). Applications for centrally-funded places on Aurora for women at Strathclyde will open again in September 2022. An information session for staff interested in applying for future cohorts was held during Strathclyde Women's Week, hosted by the E&D Office and OSDU, and a further session will take place prior to applications opening in autumn.
21. Beth Lawton, Chief Digital and Information Officer, is the new institutional Aurora Champion.

EDI Learning and Development

22. A new suite of [EDI e-learning for students and staff](#) was launched in November 202 (via Marshall – an external e-learning provider):
 - Core courses for all staff:
 - Diversity in the Workplace
 - Insiders and Outsiders: How microbehaviours affect the workplace
 - Unconscious Bias
 - Additional courses for specific roles and responsibilities:
 - Diversity in the Workplace (for managers)
 - Bullying and Harassment (for managers)
 - Diversity in Learning and Teaching
 - Recruitment and Selection
 - Additional courses for further learning and development:
 - Bullying and Harassment
 - Disability Awareness
 - Race in the Workplace
 - Sexual Harassment
 - Disclosure of a Racial Incident by Students
 - Supporting Transgender Staff and Students
 - Core courses for all students:
 - Diversity for Students
 - Unconscious Bias for Students
 - Microbehaviours
23. During 2021/22, the Equality & Diversity Office have continued to develop and deliver sessions for staff on in-demand topics, including new sessions on LGBTQI+ inclusion, supporting trans and non-binary students and staff, and microbehaviours. A range of training opportunities on GBV and bystander intervention have been offered via OSDU.

24. Through the University's strategic partnership with Santander Universities, the during 2021/22 all staff and students have free access to the ['Union Black: Britain's Black cultures and steps to anti-racism'](#) course developed by the Open University.
25. The offering of both interactive and self-guided EDI learning and development is set to expand and increase in 2022/23. The Equality & Diversity Office appointed 3 part-time Equality and Diversity Engagement Officers (sharing 1.2FTE total) to develop and deliver learning and development opportunities for staff and students on key EDI issues and related issues of strategic importance. These appointments are new roles for the E&D Office, and the new Officers started in post in late April/early May 2022. The team are currently working to deliver a core EDI MyPlace course for students for the beginning of the 2022/23 academic year, plus interactive sessions and micro-CPD resources for staff on a range of topics and areas.

Staff Equality Networks

26. [StrathPride – the Strathclyde Staff and PGR LGBTQI+ Network](#) – was launched in October 2020 by STEM Equals. Since its launched, over 140 staff members and PGRs have joined the Network. The Network meets regularly online and, alongside its formal network meetings, hosts a range of informal events and meet-ups. This includes the 'Welcome/Welcome Back' event hosted in October 2021 to welcome LGBTQI+ Strathclyders old and new, and ongoing work towards a July 2022 Pride event. Further activity is planned for 2022/23, adopting a hybrid approach of on-campus and virtual provision.
27. Work is underway to further develop equality networks for staff. An outline proposal for a common framework to support the development and success of these four key staff equality networks (including resource) will be considered by EDIC on 8 June 2022. Alongside StrathPride, the following three further Staff Equality Networks are currently in development:
 - [BAME Network](#): EDIC approved the development of a Staff Network for Black, Asian and minority ethnicity staff. Development work is currently underway, led by E&D Office and REWG members, including a scoping session in May 2022.
 - [Women's Network](#): Led by Beth Lawton and supported by the E&D Office, an initial scoping session took place during Strathclyde Women's Week in March 2022.
 - [Disabled Network](#): Led by the Disability & Wellbeing Service and supported by the E&D Office, an initial introduction and scoping session with disabled staff took place in May 2022.

STEM Equals

28. One of only eleven EPSRC funded projects under the Inclusion Matters initiative, [STEM Equals](#) is a four-year research and impact project focused on creating more inclusive STEM communities for women and LGBT+ people in both academia and industry. The project is funded by EPSRC with matched funding from the University of Strathclyde. The industry partner is BAM Nuttall.
29. Highlights for 2021/22 activity include:
 - a. Findings from the STEM Equals research led to six recommendations on changing University policy and practice that have been accepted in principle at Strathclyde and are now being shared with other Universities in Scotland.
 - b. The STEM Equals team responded to the call for evidence under the 'Equity in the STEM workforce' inquiry promoted by the All-Parliamentary Working Group on Diversity and Inclusion in STEM. Results from STEM Equals were included in the Inquiry into Equity in the STEM Workforce Final Report.

- c. STEM Equals was awarded funding by the Scottish Library and Information Council (SLiC) as a partner with Glasgow Life/Glasgow Libraries for a project titled See Yourself in STEM. After being delayed by the pandemic, we were able to complete this initiative in Spring 2021. The purpose of the project was to enable students, particularly those from groups underrepresented in STEM, to engage with science and technology around climate change through research and hands-on science activities to inspire them to consider a STEM career path.
- d. STEM Equals Reciprocal Mentoring Programme was launched to increase awareness of the challenges of building an academic career for those who are from one or more groups underrepresented amongst university leaders and senior staff in UK higher education, including women, LGBT+ people, BAME (Black, Asian, and minority ethnic) people, and people with disabilities.
- e. Together with the STEM Village, STEM Equals was awarded the bid to host the LGBTQ+ STEMinar 2022. The event is believed to be the longest-running and the biggest conference in the world dedicated specifically to showcasing the achievements of LGBTQ+ people in STEM. Taking place in January 2022, the event featured two keynote speakers and 20 speakers from a variety of disciplines, identities, and backgrounds. Over 460 people registered to attend the LGBTQ+ STEMinar 2022 from around the world.
- f. By collaborating with the Equality & Diversity Office and Equality Network, STEM Equals organised an LGBTQI+ Awareness Training session for senior leaders at the university in February 2022, with two further sessions scheduled to take place in 2022.
- g. Ongoing support of StrathPride, the University's LGBTQI+ Staff and PGR Network.

Equally Safe at Strathclyde

- 30. The Equally Safe at Strathclyde Group was established in 2018 to take forward and embed the recommendations of the Scottish government funded and sector leading [Equally Safe in Higher Education](#) gender-based violence (GBV) research project. The Equally Safe at Strathclyde Group is led by the Access, Equality & Inclusion (AEI) Service, and meets every 4-6 weeks.
- 31. In 2021, the University was selected as one of four universities and colleges to pilot the [EmilyTest](#) charter with the aim of improving gender-based violence prevention, intervention and support among students. The pilot concluded in early 2022. The University developed an EmilyTest Action Plan and the Equally Safe Group oversees implementation of this plan progress against the Plan is shared with the Equally Safe Group at each meeting.
- 32. Additional key GBV activity during 2021/22 includes:
 - a. [Safe360°™](#) launched on the University website and positions a shared statement and linked information for a safe and respectful University community.
 - b. Three new joint policies for staff and students were developed and launched (see below) and a schedule of work to develop tailored guidance relating to the policies is underway.
 - [Safeguarding Policy](#)
 - [Child Safeguarding and Child Protection Guidance](#)
 - [Gender-based Violence Policy: Staff and Students](#).
 - c. In partnership with Rape Crisis Scotland, work is underway to roll-out a MyPlace course for students. This will be a free 45-minute interactive module that includes information on gender-based violence, consent, bystander approaches and how to access support. It is anticipated that this course will be available for students by the beginning of Semester 1 2022/23.

- d. Strathclyde SOS personal alarm protection has now launched and a promotional campaign is being devised with Pick Protection and Corporate Comms.
- e. First Responder Training was introduced to the Leadership Team and a wider roll out of First Responder Training commenced in May 2022, led by Glasgow and Clyde Rape Crisis. 80 staff members from Professional Services, Faculties and Strath Union have participated. Levels 1 & 2 GBV First Responder Training courses offered to staff via OSDU training calendar, and upcoming work to develop a GBV First Responder Network during 2022/23.
- f. Partnership work is underway with Emily Test, Glasgow and Clyde Rape Crisis and UoS to develop a First Responder toolkit for GBV called L.I.S.T.E.N.
- g. Active promotion and uptake on the University's Bystander Training.
- h. The Child Safeguarding Policy and Child Protection Guidance introduces 'Strathclyde's Children and Young People's Charter' to deliver the United Convention on the Rights of the Child. The University is committed to upholding children and young people's fundamental human rights to be safe and live free from harm and the Charter communicates how rights are supported by the University when anyone, under the age of 18, participates in activity with the University of Strathclyde including how to report safeguarding incident or concern.
- i. Ongoing close partnership work with EmilyTest, and collaboration with university and college partners who participate in monthly Emily Test Charter Surgeries as Strathclyde works towards our Charter submission in August 2023. The University has received assets from Scottish Government promoting GBV support services that are to be distributed across the campus.
- j. Development of Guidance and training for Graduate and Degree Apprenticeships is being developed with Student Experience and Education Enhancement teams that responds to the OFSTED Safeguarding requirements and includes awareness and response to gender-based violence within a wider understanding of harm and vulnerability that may impact on learners and the role of the University to ensure support and reporting.
- k. [On-campus service offered by Glasgow and Clyde Rape Crisis](#) via the Disability & Wellbeing Service has been extended to three days per week in response to service demand.

Supporting students from GTRSB (Gypsy, Traveller, Roma, Showman and Boater) communities

33. The University is committed to supporting students and staff from GTRSB (Gypsy, Traveller, Roma, Showman and Boater) communities, and signed the [GTRSB into Higher Education pledge in 2021](#) to demonstrate our commitment. To date, AEI have:
 - Established a named contact who is leading activity to support applicants, students and staff.
 - Added the option for students to self-identify within the online registration form, thereby improving our data collection.
34. In addition to this, Access, Equality & Inclusion service is working towards the following commitments:
 - We will promote and celebrate GTRSB cultures through an online and social media presence during GTRSB History Month in June.
 - We will support our incoming and existing GTRSB students with a welcome and transition event in September.

- We are currently exploring the possibility of employing current GTRSB students to help inform our support offering and develop dedicated outreach activities.
- We are investigating outreach opportunities in the local community, and plan to deliver these from August 2022.

Suicide Safer Strathclyde

35. In 2018, Universities UK recommended that all higher education institutions develop a suicide prevention strategy. In response to the Universities UK recommendations, Strathclyde initiated the Suicide Safer Strathclyde Working Group and agreed a phased, project-based approach to actioning the UUK recommendations. Since its formation, the Suicide Safer Strathclyde Working Group has focused on Phase 1 which involved the identification of a framework and the roll out of suicide awareness training. With Phase 1 completed, the University is now ready to progress to Phase 2 – the development and implementation of a suicide prevention strategy and require support and dedicated, specialist resource to advance this critical phase. A paper was presented to EDIC in March 2022.

Communications and events

36. The University uses events and communications channels to mark a range of nationally and internationally recognised days, weeks and months of observance of relevance to equality, diversity and inclusion. Media and Corporate Communications work closely with the Equality and Diversity Office and departments across the University to ensure a coordinated approach to marking relevant dates that helps to promote and advance understanding of issues relevant to protected characteristic groups amongst our students, staff and wider University community. Some examples include:

- Black History Month (BHM) 2021: dedicated University BHM webpage, featuring University and city-wide events, external resources, information on and profiles of the University Race Equality Working Group and information on relevant academic research at Strathclyde. Promotion of webpage via internal staff and student communications channels and social media
- LGBT History Month (LGBTHM) 2022: Raising of the rainbow flag on campus, lighting up a number of University buildings in purple to celebrate Purple Friday, dedicated University LGBTHM webpage featuring events, information on LGBT+ inclusion and support services at Strathclyde, relevant academic research. Promotion of webpage via internal staff and student communications channels and social media
- International Women's Day and Strathclyde Women's Week 2022: International Women's Day is on 8 March 2022 and to celebrate this the University hosted Strathclyde Women's Week. This week of events was an opportunity to celebrate the achievements of colleagues who are women across the university in teaching, research, professional services and operational roles. Events and seminars included:
 - Journeys to Leadership in Learning and Teaching
 - Research Funding Peer Network
 - Circle of Change and Influence
 - Influence and Presence
 - Strathclyde Women's Network scoping session
 - Microbehaviours
 - Aurora & Homeward Bound: Developing Influential, Impactful Female Leaders session

Connecting and consolidating EDI activity across the University

37. There is a wider range of EDI activity at Faculty and Department level that this report does not fully capture, including the work of Department/Faculty EDI Committees and groups, training and CPD sessions, reading groups, seminar series, academic research etc.
38. EDIC and the Equality & Diversity Office are leading work to map current EDI activity across the institution, develop an internal EDI network to further foster communication and collaboration in advancing EDI across the University, and work to consolidate and streamline EDI committee structures and reporting lines.

Recommendations

39. Court is invited to **note** the annual report of the Equality, Diversity and Inclusion Committee (EDIC) and institutional developments and achievements in relation to equality, diversity and inclusion during 2021/22.

Executive Team Report to Court

The Executive Team (ET) met on 19 April, 4, 18 & 25 May 2022. The following key items were discussed and are provided here for Court to note.

1. Health and Safety moment and Covid-19 Updates

Under the 'Safety Moment' led by the Acting Secretary and University Compliance Officer, the Team took the opportunity at each meeting to discuss health, wellbeing and safety matters and receive updates in relation to the impacts of Covid-19 and related measures.

ET endorsed a revised process for return to campus and a target date of week beginning 20 June for departments and directorates to have a presence on campus.

The Executive Deans and Senior Officers in Professional Services (PS) also provided updates on health and safety matters in their respective areas and outlined approaches to ensure H&S communications would be cascaded to Faculties, Directorates, Departments and Schools.

2. Pay and pensions

ET received regular updates on national pay negotiations and the Universities Superannuation Scheme (USS).

3. Industrial relations

ET received regular updates on industrial relations.

4. Investment stage-gating

ET received regular updates regarding enhanced cost control measures.

5. Student Recruitment

ET received regular updates on student recruitment.

6. Budget 2022-2023

ET received regular updates from the Chief Financial Officer on, and discussed, the development of the 2022-2023 Budget.

7. Future Funding Arrangements for BSc (Hons) in Prosthetics and Orthotics Programme

ET discussed and approved future funding arrangements for the BSc (Hons) in Prosthetics and Orthotics Programme, which would result in the funding moving from an annual Scottish Government grant to funding via the SFC as a Controlled Subject from AY 2022-2023.

8. Patterns of international student recruitment

ET discussed international student recruitment in the context of the continuing recovery from the Covid-19 pandemic, the wider international recruitment market and responses to these in the Higher Education sector.

9. SIMD0-40 Recruitment Update

The Head of Access, Equality & Inclusion and Head of Recruitment and International Office provided ET with an update on the recruitment of students from SIMD0-40 backgrounds. Members discussed future strategy in this area to encompass the wide variety of existing activity in Widening Access while also introducing new initiatives targeting current gaps in provision.

10. Graduate Apprenticeships

ET received an update on the University's involvement in Graduate Apprenticeship programmes and recent changes to government funding for these. ET approved a proposal for continued provision of Graduate Apprenticeships.

11. Research Excellence Framework (REF) 2021 Results

The Director of RKES and the Research Policy Manager joined ET for a discussion on the University's performance in the 2021 REF exercise.

12. Q3 Business Report 2021-22

ET considered and noted the Q3 Business Report for 2021-22.

13. South East Asia Hub in Singapore

ET considered and approved a model for the implementation of the University's South East Asia hub in Singapore, based on specialist independent advice on the most appropriate and efficient framework approach.

14. Contribution Pay

ET approved a proposed approach to contribution pay for the 2021-2022 Accountability and Development Review period.

15. Reports

ET noted the following reports:

- Performance Development Group meeting reports;
- Strathclyde Safe 360 reports;
- Information Strategy Committee Updates.

Senate Report to Court

Senate met on 1 June 2022. The last meeting of Academic Year 2021-22 was conducted entirely in-person on-campus in Room 325 of the new Learning and Teaching Building.

This report provides Court with key points from the Senate meeting.

FOR NOTING

Senate invites Court to **note** the following items considered by Senate on 1 June 2022.

1. Report from Senate Business Committee

Senate Business Committee noted that, since the last meeting of Senate on 23 March 2022 the CPA Subgroup had processed seven agreements, four of which were new agreements and three were renewals to existing agreements. Of the renewals, one was a renewal where the academic terms and conditions had not changed. In line with the CPA Subgroup's Terms of Reference, a review of this renewal was undertaken by the Quality Enhancement and Assurance Team who provided the necessary assurance to the CPA Subgroup that due diligence had been undertaken.

Senators were asked to note that an effectiveness review of Senate will be undertaken over the summer months and will report to the September meeting of Senate.

Senate was also notified that in response to the growing number of collaboratively delivered programmes that the University enters into, work will be undertaken to update our governance processes to ensure that the appropriate level of oversight and scrutiny of programmes, programme regulations, fees, Data Sharing Agreements and collaborative agreements, is undertaken *before* Senate is asked for its approval.

Senate was invited to consider and approve the reports for the June Senate meeting. Senate approval was given where requested in the reports, and will be documented in the formal minute of the Senate meeting. In particular Senate noted its support of the

Senate homologated the following Convener's Actions approved by the Principal on behalf of Senate since the last Senate meeting:

- *Homologate a request from the Faculty of Humanities and Social Sciences to approve a new programme titled MSc in Applied Translation.*
- *Homologate a request from the Faculty of Humanities and Social Sciences to amend an existing programme titled PG Cert Educational Issues and Impact.*
- *Homologate a request from the Faculty of Engineering for a Posthumous Aegrotat Degree Award to be conferred to a fourth year BEng student.*
- *Homologate a request from the Faculty of Science for a Posthumous Aegrotat Degree Award to be conferred to a third year BSc student.*
- *Homologate an update to the Guidance and Procedure for Boards of Examiners in the Event of Disruption.*
- *Homologate the Procedure for Managing Students with Criminal Proceedings and Unspent Criminal Convictions and associated addition to the University's Constitutional Regulations.*

2. Principal's Report

The Principal updated Senate on several matters of interest including:

- Nominations are now open to staff for election to Senate for 2022-23. Nominations are welcome from academic, research, teaching and knowledge exchange staff by the closing date of 14 June 2022. Colleagues can find all the information about the process in Inside Strathclyde.
- The Principal thanked all those demitting office this year for their valuable contributions to the work of Senate. The Principal also welcomed new colleagues, namely: Dr Stuart Fancey as the University Secretary, who will commence his position on 6th June; Louise McKean as the University's first Compliance Officer; Wesley Rennison as the Director of Strategy and Planning; Charlotte Cannon as the new Director of Safety, Health and Wellbeing; Claire Carroll has been confirmed as the new Director of Research and Knowledge Exchange Services; Dr Churnjeet Mahn started as Deputy Associate Principal Research and Knowledge Exchange on 1st May and Professor Patricia Connolly is starting her position as Deputy Associate Principal Research and Knowledge Exchange on 1st June.
- The Principal thanked everyone involved in the collective efforts around the successful REF 2021 submission. The University had a strong performance in the latest national assessment with almost 90% of our research rated 'world-leading' or 'internationally-excellent'.
- It was noted that Gillian Docherty, Chief Commercial Officer, has been appointed to the Scottish Government's National Strategy for Economic Delivery Board. Professor Mairi Spowage, Director of the Fraser of Allander Institute, has been appointed as a committee member of the new National Statistician's Committee for Advice on Standards for Economic Statistics which has been set up by the UK Statistics Authority. And Professor Martin Dawson has been elected a Fellow of the Royal Society (FRS).
- Strath Union colleagues were recognised at The Herald Higher Education Awards in the Widening Access category for their development of the role of an Access and Participation Coordinator, the first of its kind in a Student Union, with the role funded by the University as a strategic project proposal.
- In April, the University was recognised as Scotland's best large employer at the S1 Jobs Recruitment Awards.
- The University has retained the EU HR Excellence in Research Award for a further two years, following an internal review marking a decade as part of the programme.
- As part of the development of Glasgow City Innovation District, the University is leading an ambitious project to deliver a 100% renewable climate-neutral and climate-resilient area within the District. The project, the Climate Neutral Innovation District, has been selected as a winner in this year's International Sustainable Campus Network Excellence Awards in the Partnerships for Progress category. The project was also named winner in the Collaboration in Net Zero category of the Industry Awards presented by Ceed, a network of business and academia which delivers peer-to-peer best practice sharing.
- The Principal has recently completed a round of Engagement Sessions which saw 1300 colleagues participating in the online events. 250 operational staff from Estates attended a recent face-to-face session in The Barony.
- Summer graduations will commence from Monday 20 June to Friday 1 July 2022. A total of 19 ceremonies will take place.

3. Substantive Items of Business

Senate welcomed presentations on the following items:

- i. The Deputy Associate Principal (Learning and Teaching) introduced a presentation to Senate on the readiness and transition to on-campus learning from the start of AY 2022/23. This introduction incorporated teaching room preparation, and the additional teaching and study space that is now available. It was noted that there are no buildings out of commission in AY 2022/23. Each of the Faculty's Vice Dean Academics (or nominee) was then asked to provide Senate with a brief overview on reflections from AY 2021/22, their Faculties' transition and support planning in place for AY 2022/23 and an outline of their preparations for on-campus teaching next academic year. It was noted that the e-FIRST group will continue to meet on a weekly basis to ensure continued good communication and early intervention if necessary.
- ii. The Strath Union President reported to Senate that over the last academic year, students have been well supported by Strath Union and the University. The new Learning and Teaching Building has made a big difference in welcoming students back on to campus. The [Guidance and Procedure for Boards of Examiners in the Event of Disruption](#) has been particularly welcomed by Strath Union and demonstrates the University's continued support of students. Looking forward, the President noted the much welcome return to campus and noted students' enthusiasm for an on-campus experience. The new Student Executive team will commence their new roles on 1st July 2022 and are keen to build on the partnership approach that has worked well over the last academic year.
- iii. The University's Chief Financial Officer presented Senate with an update on the current year forecast, noting that the Quarter 3 forecast has been prepared and will be presented to Court for approval on 16th June. A further improvement from the Q2 Forecast position was highlighted, with underlying surplus position in line with Budget. The Budget 2022/23 is in the final stages of completion, with the final budget position to be presented to Court on 16th June. The current geo-political events have raised the risk profile for the coming academic year, specifically the impact of inflation. Managing that risk, while maintaining focus on the University's strategic vision, will be critical.
- iv. Professor Stephen McArthur, Executive Dean Engineering, presented the results of the University's REF 2021 submission. The excellent result achieved was the culmination of 7 years work. Academic and Professional Services colleagues were thanked for their collegiate approach to preparing and working towards this submission. The University's performance in the REF 2021 was solid and robust. It was noted that one of the main differences between our submission in 2014 and 2021 was the number of staff submitting to the REF (an increase of 40%), which demonstrates the quality of staff employed and reflects well our strategy of recruiting and retaining outstanding academic staff, researchers and students.

The Principal thanked all colleagues involved in the REF 2021, and in particular colleagues within the Research and Knowledge Exchange Directorate.

All presentations made at Senate are available [here](#).

4. Reserved Business

Senate **noted** the Reports of recent Senate Discipline Committee hearings and the Report from Student Business.

Court Business Group Report to Court

The following items were discussed by Court Business Group (CBG) on 6 June 2022 and are provided here for Court to note.

1. Q3 2021-22 – Quarterly Business Report

[RESERVED]

2. 2022/23 Budget, Financial Forecasts and Operating Plan

CBG received a presentation on the budget and financial forecasts, ahead of presentation of a detailed paper to Court. The presentation noted important elements of the global context, including notable sources of risk, but also the significant opportunities in the post-pandemic return to campus-based operations with the benefit of learning taken from new ways of working.

CBG also received and commended the Operating Plan.

3. Corporate Risk Register and University Risk Appetite

CBG noted and endorsed the top risks and mitigating actions in the Corporate Risk Register. Members discussed, and were assured of, the University's preparedness in case of any re-emergence of Covid-19 restrictions.

CBG also endorsed the approach to risk appetite that had been presented with examples, with a view to wider adoption.

4. People Strategy, Policy and Investments

An outline of the proposed presentation to Court was provided to CBG and CBG approved this for inclusion in the Court agenda.

5. University of Strathclyde Students' Association (USSA) budget 2022/23

[RESERVED]

6. Draft Court agenda

CBG approved the agenda.

Report to Court from Audit & Risk Committee

The Audit & Risk Committee met on 19 May 2022.

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

1. Data Protection Update

The Data Protection Officer gave Members an overview on key compliance measures and potential risks to the University in the area of Data Protection. Members considered a summary of the main measures that the University has in place to ensure compliance with current data protection legislation.

The following risks were noted:

- Changes had recently been made to the UK's requirements for personal data transfers outside the UK. The UK was moving away from the use of old EU-approved Standard Contractual Clauses (SCCs) to new UK mechanisms. The new process, particularly transfer risk assessments, appeared to be complex and onerous and would undoubtedly lead to an increase in workload for the Information Governance Unit (IGU), at least initially;
- Staff were asked to report all data security incidents involving personal data, to IGU. The number of reports, most of which related to email errors (such as: wrong recipient/attachment, not using BCC), had increased after the introduction of GDPR. This was considered to be due to an increased level of awareness among staff. Very few incidents recorded met the definition of a 'personal data breach' under GDPR. Serious incidents, which had to be reported to the ICO, remained low with one in 2019/20 and none in 2020/21.

In the discussion which followed the following points were noted:

- Online Data Protection training had been rolled out during the Covid 19 lockdown with tracking of completion rates still in development. The training was promoted through Data Protection Contacts, all staff newsletters and inclusion in induction. Take up rates were disappointing to date.
- ARC Members were supportive of training being made mandatory and of IGU being given greater authority to mandate the return of Data Protection audits;
- The changes to international transfers would require new templates to be developed and contracts updated. There was a 2 year timescale to complete the changes to existing agreements.

2. COVID-19 Update

The UCO updated members on the current situation and the plans underway for the beginning of the 2022/23 academic year.

3. External Auditor's Audit Planning Report 2021/22

The External Auditor outlined the proposed approach and scope for the audit of the 2021/22 Financial Statements which were in accordance with the requirements of the auditing standards and other professional requirements and aligned with the Audit & Risk Committee's service expectations.

The basis on which materiality was calculated was consistent with the historic approach in previous years. All uncorrected misstatements over £350,000 would be reported. The key issues which drove the University's financial statement risks were unchanged from previous years and included:

- Accounting for valuation of capital development programmes which would consider the risk that existing assets may be impaired as part of ongoing strategies for disposal and rationalisation of space were progressed, as well as the longer-term impact of Covid-19 on planned capital expenditure;
- Accounting for the Universities Superannuation Scheme (USS) provision which was anticipated to increase significantly to reflect the revised deficit recovery plan agreed subsequent to the most recent formal scheme valuation;
- Income recognition and the associated fraud risk.

The External Auditor confirmed his independence and that a fee had been proposed for discussion with Finance colleagues.

The following was also noted:

- Discussions with Finance and Estates, review of key committee minutes and examination of expenditure in the accounts helped to identify the appropriate assets to examine for impairment;
- High level consideration had been given in the previous year to the financial treatment of a significant donation and no issues were anticipated;
- Reporting on Going Concern would be similar to the previous 2 years. The existential risk had changed from the pandemic to the impact of inflation.

The Committee would be kept abreast of any changes to the planned approach. The Audit & Risk Committee considered and **approved** the proposed approach for the audit of the 2021/22 financial statements.

4. 2022/23 Internal Audit Plan

The Head of IAS introduced the 2022/23 Internal Audit Plan. The Plan was prepared using a risk-based approach and aimed primarily to ensure assurance could be given about the key risks faced by the University in achieving its objectives. In developing the plan, IAS had consulted with key stakeholders, including members of the Audit & Risk Committee, to ensure the reviews were targeted at areas where the most value could be added. One minor amendment had been made to the scope of the Review of Fixed Assets. It was noted that the scope of each review was indicative at this stage and would be fleshed out with stakeholders in due course.

Contingency time had been built in to address unforeseen and urgent business or to supplement identified reviews which required further investigation. The option to postpone a Review in order to focus on a higher risk area was also available.

The strategic plan was designed to be fluid and would be updated to reflect any changing priorities or emerging risks. Any proposed changes would be discussed with the Audit & Risk Committee for approval.

The Audit & Risk Committee **endorsed** the 2022/23 Internal Audit Plan.

5. IAS Activity Report

The Committee noted the progress against the delivery of the Audit Plan for the current academic year and also the following:

- Since the last report, two reviews had been completed along with the 2022/23 IAS Annual Plan and two further reviews were in progress;
- The Head of IAS would shortly be undertaking a desktop review of the HR Payroll Project Plans for data cleansing and migration;
- The 2021/22 Audit Plan was expected to be delivered in full by the September ARC meeting.

6. Review of NMIS Governance Processes

Members noted the Report on the review of NMIS Governance Processes and the overall grading of substantial assurance. The Review had been undertaken in order to provide assurance that the NMIS governance, risk management and internal controls were aligned to the University's approach. Three low risks had been identified which represented opportunities for improvement

7. Review of UKVI Student Monitoring Arrangements

Members noted the Report on the review of UKVI Student Monitoring Arrangements and the overall grading of reasonable assurance. Prior to a UKVI external audit of the University's monitoring arrangements of its Tier 4 students in autumn 2018, IAS had reported a Limited Assurance audit review which identified significant weaknesses in the University's control environment. These were addressed by the University and a successful UKVI audit outcome was recorded.

[RESERVED]

8. Review of Committee Effectiveness

The Convener thanked Members and Stakeholders for their input into the review of ARC effectiveness. Five Committee members and 3 stakeholders had completed the questionnaire. It was noted that an externally facilitated review of Court and its committees, of which ARC was one, would commence shortly. Following this, consideration would be given to how greater objectivity, in the annual review process, could be achieved. The Convener noted the helpful comments made which would be taken on board.

9. Review of Committee Terms of Reference

Audit & Risk Committee considered that its Terms of Reference remained appropriate.

Report to Court from the Staff Committee

The Staff Committee met on the 25 May.

The following items were among those discussed and are provided for Court to note.

1. Strategic Recruitment

The Strathclyde Chancellor's Fellowship Recruitment Campaign for 2022 was close to conclusion with the aim of recruiting up to 24 exceptional early career academics in areas of strategic importance. Over 650 applications had been received with 75 interviews due to take place by the end of June. The recruitment campaign had highlighted the inclusive culture at Strathclyde with the aim of attracting as diverse a range of applicants as possible.

2. National Pay Negotiations

At the final meeting of the 2022/23 national pay negotiations, on the 5th May, UCEA had made an improved and final offer indicating this would add 3.18% to the paybill nationally. The offer comprised higher uplifts of between 3% and 9% for staff on the lower pay spines, with all staff on point 20 and above receiving a pay increase of 3%. The Unions have noted that this is the employers' final offer and have undertaken to consult their committees and wider memberships.

3. Socially Progressive Employer

The Committee were updated on Strathclyde's success in being named as Scotland's Best Large Employer (200 employees or more) at the S1 Jobs Recruitment Awards. This was in recognition of our innovative and progressive support to staff during the COVID-19 pandemic.

The Committee noted the positive results of the fourth all-staff values survey and the high levels of alignment with the values across the organisation and were provided with an update on the development of local and University level action plans to address matters highlighted by the survey.

The Committee also commended the University on successfully retaining the EU HR Excellence in Research Award at the 10-year review point.

4. USS Pension Provision

It was confirmed that the package of changes proposed by Universities UK to the USS pension fund had been implemented with effect from 1 April 2022. The Committee noted that the University and Colleges Union (UCU) had undertaken twelve days of industrial action during February and March in relation to the proposed pension changes. In March 2022 a further ballot for industrial action was undertaken by UCU. This did not have the required turnout to secure a further mandate for industrial action in relation to the pensions dispute.

5. Carers Leave and Flexible Working

As part of the development of our socially progressive policy framework the Committee approved the introduction of up to five days paid carers leave for staff that are registered as carers. They also endorsed amendments to the existing flexible Working Policy to allow applications for flexible working as a day one right. These changes are subject to Trade Union consultation and final endorsement by Executive Team.

6. Teaching and Learning Promotion Criteria

The Committee reviewed and approved the revised Teaching and Learning promotion criteria and noted that the changes were welcomed to help support staff career development for those on the teaching career pathway.

Enterprise & Investment Committee
[RESERVED ITEM]

Estates Committee
[RESERVED ITEM]