

UNIVERSITY COURT – AGENDA

Tuesday 1 March 2022, 09.30-12.30

Auditorium B, Technology & Innovation Centre, 99 George Street, Glasgow

Apologies: None received

Declarations of interest: None

Introduction		
1.	Minutes of the meeting held on 25 November 2021 and note of the strategy session held of 25 & 26 November 2021	Paper A Paper B 5 mins
2.	Matters arising	Oral
3.	Principal's Report <i>Principal</i>	Oral 40 mins
Substantive items		
4.	Presentation: Trends in the International Recruitment Market <i>Vice Principal,</i> <i>Head of Recruitment & International Office</i>	Oral 20 mins
5.	Q2 Business Report <i>Chief Financial Officer,</i> <i>University Secretary & Compliance Officer</i>	Paper C 20 mins
6.	Strategic Plan 2020-25: mid-year progress report <i>University Secretary & Compliance Officer</i>	Paper D 10 mins



Times Higher Education University of the Year 2012 & 2019
Times Higher Education Widening Participation Initiative of the Year 2019
The University of Strathclyde is rated a QS 5-star institution

WINNER
UK UNIVERSITY
OF THE YEAR
FOR A SECOND TIME



THE QUEEN'S
ANNIVERSARY PRIZES
For Higher and Further Education
2019

Items for formal approval		20 mins
7.	Appointment of Acting University Secretary	Paper E
8.	Extension of Treasurer's term of office	Paper F
9.	Convener's Action (For homologation): <ul style="list-style-type: none"> Amendments to the Ordinances: Senior Officer positions Membership of Remuneration Committee University Hospital Status for NHS Golden Jubilee 	Paper G Paper H Paper I
Items for information		10 mins
10.	Counter Terrorism and Security Act (2015): Annual Update	Paper J
11.	Key Court dates 2022/23	Paper K
Committee reports (for noting, unless otherwise stated)		5 mins
12.	Executive Team	Paper L
13.	Senate	Paper M
14.	Court Business Group	Paper N
15.	Audit & Risk Committee	Paper O
16.	Staff Committee	Paper P
17.	Enterprise & Investment Committee	Paper Q
Closing remarks		5 mins
18.	Any other business	
	Date of next meeting 3 May 2022	

MINUTES OF UNIVERSITY COURT

25 November 2021

Auditorium B, Technology & Innovation Centre

Present: Dame Sue Bruce (Convener), Paula Galloway (Vice-Convener), Professor Sir Jim McDonald (Principal), Neelam Bakshi, Kirsty Bannatyne, Virginia Beckett, Elaine Blaxter, Linda Brownlow, Melfort Campbell, Ronnie Cleland, Alison Culpan, Professor Jonathan Delafield-Butt, Gillian Hastings, Councillor Ruairi Kelly (items 1-5), Susan Kelly, William McLachlan, Professor Jan Sefcik, Peter Young

Attending: Professor Tim Bedford, Professor Douglas Brodie, 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, Kirsty McLeod (items 1-5), Lucy Noble (items 1-5)

Apologies: Andrew Eccles, Stephen Ingledew, Mary Jo Jacobi, Professor Scott MacGregor, Benn Rapson, Malcolm Roughead

Welcome and apologies

The Convener welcomed Court members and attendees to the meeting and noted apologies as above.

No interests were declared.

1. Minutes

Court **approved** the minutes of the meeting held on 5 October 2021.

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:

- An extended programme of graduation ceremonies had been held, the first since the Covid-19 pandemic, allowing around 1,700 students to graduate, with Covid-19 mitigations measures in place and social distancing maintained in the ceremonies
- The University had delivered all of its plans in relation to the COP26 international climate change conference, making important contributions to the event and its satellite events, and the University and Students' Union had received a visit from Barack Obama, former President of the USA. The University's COP26 legacy strategy was highlighted.
- The Principal paid tribute to the exceptional contributions to the University of the University Secretary & Compliance Officer (USCO), Dr Veena O'Halloran, whose retirement had recently been announced. He noted in particular her central contributions to the University's success in widening access and to its response to the Covid-19 crisis.
- Other notable changes to the Executive Team were to be effected in the coming months, with the arrival of Gillian Docherty as the new Chief Commercial Officer and the commencement of the terms of office of new Executive Deans of Engineering and Science, in addition to the appointment of Professor Atilla Incecik as an Associate Principal (subject to Court's approval in this meeting).

- A Leadership Talent Programme had been launched, with the aim of supporting a more diverse talent pool to move into leadership positions in the University.
- The CEO of UK Research & Innovation, Professor Ottoline Leyser, had visited the University and had commented on the distinctiveness of the Strathclyde 'ecosystem'.

The USCO outlined the current situation in relation to Covid-19. The number of confirmed cases in the University community remained low and there had not been a significant rise in cases after students had arrived at the beginning of the semester. It would, nevertheless, be important to continue to monitor case numbers, which were rising in several countries. The Scottish Government had asked HE institutions to continue to apply existing voluntary measures that go beyond Scottish Government guidance to prevent the spread of the virus. It was noted that the University was planning for Semester 2 with a continuation of existing measures but with the flexibility to adapt to a variety of scenarios.

Court **noted** the report.

4. 2020/21 Financial Statements and Going Concern assessment

The Chief Financial Officer (CFO) presented the draft Financial Statements. The University was in a net cash position at year-end and its debt covenants showed good headroom, giving a strong base upon which to enter the 2021/22 academic year. There had been year-on-year growth in income, although short of targeted growth, in the context of continuing restrictions in relation to the Covid-19 pandemic. This had had a significant impact on income through its effect on student numbers and other income, including from residences and conference and catering services. There had been effective mitigations of this loss of income, in particular through the newly established courses with January commencement. The University continued to invest, including in staff, and had implemented careful management of other costs.

The completion of the 2020 valuation of the USS pension scheme had resulted in a disclosure requirement for a non-adjusting Post Balance Sheet Event, as would be the case across the sector.

It was noted that Audit & Risk Committee had recommended the financial statements for approval by Court. The Treasurer also commended the financial statements and noted that performance had been excellent in the context of the challenges of the pandemic.

The CFO also provided a summary of the modelling underpinning the Going Concern assessment. Three scenarios had been modelled, with no mitigations included: a Risk-adjusted Budget, a Plausible Worst Scenario and Reverse Stress Testing. Under all three models, the University had been shown to maintain positive cash balances throughout the period modelled. Under the Plausible Worst Case scenario, in the absence of mitigations, a covenant breach would occur at the end of 2022/23. It was noted that sufficient mitigating actions were available in this scenario, including full repayment of the covenanted debt while still leaving positive cash balances. The Treasurer noted that this represented exceptionally strong financial health.

Court commended the work of the Finance team and **approved** the Financial Statements.

5. Q1 2021-22 - Quarterly Business Report

The CFO summarised the core financial elements of the Q1 Business Report and financial forecast. The continued impact of the Covid-19 pandemic on student recruitment, contrary to expectations earlier in the year, had created a deficit relative to the budget. Tuition fees had recovered significantly relative to the previous year, but short of budgeted targets. A process to mitigate this shortfall, through both cost control measures and income generation, was in progress. The University's debt covenant position had been maintained, following the in-year benefit of the Charles Huang Foundation donation. Movements in the costs of the USS pension scheme had reduced the headroom on one covenant, but the headroom remained significant. Notwithstanding the shortfall relative to budget milestones, the balance sheet forecast showed the University to be in good financial health throughout the current financial year. Courses with January intakes were attracting high levels of interest, as shown in applications and deposits received.

It was noted that the availability of student accommodation in Glasgow had been affected by the pandemic, through effects on the private sector, and that this had, in some cases, acted as a barrier to student

recruitment. It was observed that the demand for University accommodation had remained strong despite the move towards greater online delivery of learning during the pandemic. The University was investigating possible ways to increase its stock of accommodation.

The Acting Director of Strategic Planning gave a summary of the non-financial elements of the business report, including the following points:

- Research applications and awards value had both increased quite significantly relative to Q1 last year and research income was underlyingly in line with the budget (i.e. excluding capital grant income).
- The PGR population remained below targeted levels, but year-round recruitment provided opportunities to continue progress towards the University's ambitious goals. The Executive Team and Performance Development Group were monitoring this closely, in conjunction with Faculties.
- RUK recruitment was very strong and exceeding targeted levels for both undergraduate and PGT cohorts.
- 'Home' PGT numbers had been impacted by the reclassification of most EU students as international students following the UK's withdrawal from the EU.
- International PGT recruitment, although negatively impacted by the Covid-19 situation, was at its second-highest level in the last five years. There had been changes in the demographics of the international PGT intake, with India now the largest overseas market.
- The already high levels of applications and deposits for courses with January starts showed continued growth, beyond the point of Q1 reporting.
- Recruitment of students from SIMD0-40 backgrounds was strong, continuing Strathclyde's exceptional performance in this area. It was noted that this had been achieved while maintaining entry requirements that were among the highest in the sector.

Members discussed the changing demographics of international applicants, noting that it was as yet unclear to what extent these were short-term or longer-term effects. The advantages of both diversification of markets and building on established partnerships were noted, as were the wider benefits of educational connections in international relations.

Court **noted** the Business Report.

6. Strategic Plan Progress Report

The Acting Director of Strategic Planning presented a summary of progress against the University's strategic KPIs. Alongside progress, necessary changes to the definitions of certain KPIs were noted. Key points included the following:

- The definition, targets and milestones for KPI4, Graduate-level Employment/Further Study, had changed in response to changes in national data collection and reporting by HESA.
- Performance against 12 of the KPIs was on track or ahead of milestone, which compared favourably with 8 at the mid-year reporting point.
- Progress against KPI 3, Student Satisfaction, had been driven by the University's excellent performance in the National Student Survey (NSS), more details of which were due to be presented in the subsequent strategy session.
- KPI9, Income from conferences, training, consultancy, KE grants and other KE income, was ahead of target for the first time.
- KPI10, Key Strategic Relationships, was undergoing development towards quantitative reporting, to replace its current qualitative basis and it was expected that quantitative reporting would commence from the 2021-22 mid-year reporting point.
- The Principal and Senior Officers were strongly engaged with the leadership of a number of major industrial partners in order to support progress in relation to KPI11, Industrial Research Income.
- KPI16, Greenhouse Gas Emissions, showed significant progress, with benefits still being drawn from reduced business travel during the pandemic. The definition of this KPI had been updated to be inclusive of Scope 3 emissions and, therefore, the baseline had been restated accordingly, with the target remaining a 70% reduction in emissions by 2025.

Court **noted** the report.

7. Outcome Agreement with the Scottish Funding Council

The Acting Director of Strategic Planning presented the University's Outcome Agreement Self-evaluation Report for 2020-21 and Outcome Agreement for 2021-22. It was noted that the Outcome Agreement timetable had changed, as the sector focused on recovery from Covid-19: the cycle was both later (i.e. in-year) and significantly curtailed.

Members noted that the University's distinctiveness and strength in a wide range of areas were well evidenced in the Outcome Agreement documents.

Court **approved** the Outcome Agreement Self-evaluation Report for 2020-21 and Outcome Agreement for 2021-22, for submission to the SFC by the deadline of 30 November 2021.

Items for formal approval

8. UK Research Concordats: Annual Reporting

The Associate Principal, Research & Innovation presented the Annual Research Integrity Statement 2020-21 and the First Annual Researcher Development Concordat Report, noting that the latter covered a 5-month period but would henceforth be prepared to an annual cycle.

Court **approved** the Annual Research Integrity Statement 2020-21 and the First Annual Researcher Development Concordat Report for publication.

9. Senior Officer appointments and re-appointments

Court **noted** the appointment of Gillian Docherty OBE as Chief Commercial Officer (to commence in February 2022) and **homologated**

- the reappointment, by Convener's Action, of Professor Tim Bedford as Associate Principal (Research and Innovation) for a further 5-year term, to 31 October 2026; and
- the appointment, by Convener's Action, of Professor Atilla Incecik as Associate Principal (International Partnerships) from 1 January 2022, for a period of one year.

10. Convener's Action: SBS UAE branch campus – Country Manager and Authority to operate banking facilities

By passing the Resolution as presented in the paper, Court **approved**

- the required change to the named SBS Country Manager on the Dubai Commercial Licence;
- authorisation for the SBS Country Manager to open, operate and close the Strathclyde Business School bank account at Abu Dhabi Commercial Bank ADCB; and
- the signing of relevant documents by the Convener of Court, to effect the above.

Committee Reports

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

11. Executive Team

12. Senate

13. Court Business Group

14. Court Membership Group

Court **approved** the appointment of Professor Jan Sefcik to Court Business Group.

15. Audit & Risk Committee

16. Estates Committee

Court **approved** the proposals presented in relation to the following:

- Heart of the Campus business case
- Curran Building renovations

- Biological Procedures Unit: heating, ventilation and air conditioning systems

Members discussed the challenges presented to those with mobility issues by the steep gradients in and around the Heart of the Campus development. It was noted that Estates Committee had discussed this issue and that a commitment had been made to investigate potential ameliorations, the approval of the business case notwithstanding.

17. AOB

There was no other business.

Date of next meeting

- 1 March 2022

DW, 29 November 2021

UNIVERSITY COURT

Note of the strategy sessions held on 25 and 26 November 2021 Technology & Innovation Centre

25 November 2021

Afternoon session

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

In this session, Court members and attendees received a presentation from the Principal which included:

- longer-term and recent context for the University's present strategy, Vision 2025;
- detailed performance measures over a multi-year timeframe for a wide range of the University's activities;
- an overview of key strategic initiatives, including the Global Talent Attraction Programme and Innovation Districts;
- achievements and developments in learning and teaching;
- developments and plans in relation to the University estate; and
- the University's connectedness through interactions with government, professional bodies and learned societies, representative bodies and partner organisations.

Evening session

Presentations were delivered by four senior Professors who had joined the University through the Global Talent Attraction Programme:

Professor Scott Cunningham (Professor of Urban Policy, Faculty of Humanities & Social Sciences)

Professor Jeremy Lauer (Professor of Management Science, Strathclyde Business School)

Professor Mandy MacLean (Professor of Pulmonary Pharmacology, Faculty of Science)

Professor Lori McElroy (Professor – Smart Resilient Cities, Faculty of Engineering)

They outlined their research programmes and also elements of their personal backgrounds and career paths, together providing an illustration of the breadth and quality of senior academics across the University's four Faculties.

Presentations were made to former members of Court, in recognition of their service, including presentation of the Strathclyde Medal to Dr Jeremy Beeton and Dr Archie Bethel.

26 November 2021

Morning session

Court members and attendees received the following presentations:

Rapidly evolving policy environment for higher education

Dr Veena O'Halloran, University Secretary & Compliance Officer

Ben Johnson, Executive Head of Strategic Research & Innovation Development

Scotland's Economic Performance and a Partnership Opportunity for Economic Transformation

Adrian Gillespie, Chief Executive of Scottish Enterprise

Global Engagement Update

Professor David Hillier, Executive Dean, Strathclyde Business School

Entrepreneurship & Investment

Professor Eleanor Shaw, Associate Principal

Dr Olga Kozlova, Director of Innovation & Industry Engagement

Dr Poonam Malik, Head of Investment

Outstanding Education & Student Experience

Professor Debra Willison, Professor of Learning & Teaching

Helyn Gould, Deputy Associate Principal

Brian Green, Deputy Associate Principal

Benn Rapson, President of the Students' Union

Chief Digital & Information Officer's 'first 100 days' report

Beth Lawton, Chief Digital & Information Officer

Afternoon session: breakout group discussions

Court members and attendees divided into breakout groups to discuss the work of the five Strathclyde Acceleration Teams (SATs). The SAT programme was coming to an end and each group had been asked to review the work of a SAT and its outputs. Group leads then fed back to a plenary session, as outlined below:

Growing international impact and benefits for Vision 2025 in a changing context (leads: Stephen Ingledew and Professor Tim Bedford)

- The UK Government's Global Britain strategy created a new paradigm for the UK's relationship to the outside world within which the University can develop its distinctive approach. Within this strategy, universities could act as role models with respect to international engagement.
- Through consultation with critical friends at existing international university partners, it had been established that Strathclyde's distinctive approach was recognised and valued.
- It was important to recognise that partner institutions might have their own limitations, such as restrictions on the pace of decision-making. Capacity could be limiting factor both for Strathclyde and its partners.
- A pro-active risk management model had been developed and much work had been done with partners to employ this, an area in which Strathclyde was seen as a leader. This helped to build confidence in partnerships.
- An international hub was being created in Singapore, with a member of Strathclyde staff to be located there. This would enable the University to capture opportunities across the South-East Asia region and would be an example of the 'role model' function noted above.

In further discussion, it was noted that Strathclyde did not plan to develop any large-scale overseas campus, but was looking into other models of trans-national education and would bring relevant work before Court in due course. It was noted that the University's work in other countries was always guided by the University

Values and that higher education provided a source of 'soft power' in international relations. Decision-making in this area was guided by an internal advisory group.

Research & Innovation Centres (leads: Alison Culpán, Professor Stephen McArthur and Professor Tim Bedford)

- A key question was how to package the University's distinctiveness in ways that would resonate with industrial partners and other external communities. This required different models for different engagements.
- The importance and value of different academic contributions, from fundamental to applied, was key to building the activity.
- A support package of tools, methods and resources for academics to facilitate industrial engagement was an important element of this.
- A forthcoming workshop with the research and innovation clusters would help to bring further clarity and catalyse further work.
- A number of specific actions had been identified through the SAT's work. Some had already been turned into mainstream activity. Actions would be developed through the Executive Team before being brought before Court.
- A crucial part of the Strathclyde approach was valuing a wide range of talent, from those involved in the most fundamental science to the most 'applied' end of research and technology. This was demonstrated in the range of Strathclyde's high-impact case studies for the REF.
- The value to industry of an integrated, co-located research and innovation ecosystem was highlighted. This should be used to create well-formed, planned and costed proposals to be put to industry partners, showing how they could gain value from engagement with the University.

Financial Sustainability & Optimal Diversification (leads: Gillian Hastings and Steven Wallace)

- The group had focused on questions around the return to on-campus work following the Covid-19 pandemic.
- It would be crucial to embed learning from recent years' unusual circumstances in our future models of work.
- The value of in-person activity was clear, but agile modes of working also offered many opportunities, in addition to new challenges.
- While new models of work were expected to result in some space savings, the University aimed to repurpose rather than dispose of estate. Relevant proposals would be brought to the Executive Team in due course.

In further discussion, it was noted that new collaborative opportunities might emerge as other organisations re-considered their use of city centre locations.

The Learner Journey (leads: Virginia Beckett and Professor Eleanor Shaw)

- The University's NSS results and THE ranking based on the NSS had shown the effectiveness of recent work on delivering an outstanding student experience.
- The disruptive effect of the Covid-19 pandemic had brought positives in addition to negatives, having accelerated a number of initiatives around delivery of learning and teaching.
- It was important to recognise the individual nature of learner journeys and to recognise that the student experience has many dimensions, which are not only academic.
- Flexible use of the University estate would be key to further enhancing the student experience, with recognition of the different needs of different learners. The development and naming of the Learning & Teaching Building had provided good examples of relevant engagement with the University community.
- An important consideration for the future would be configuring spaces dedicated to wellbeing.

In further discussion, it was noted that the group had reviewed relevant data and expected to be able to monitor progress through established measures.

Values & Culture (leads: Brenda Wyllie and Gordon Scott)

- The SAT had been working to the overall objective of a diverse, inclusive and values-led workplace.
- One completed strand of work had been the Community Commitment, a behavioural code, set out in positive terms, which provided an underpinning to the Safe360 framework.
- Another work stream was 'Visible Values', addressing both physical spaces and the nature of interactions in the University community.
- Wellbeing and Social Inclusion was another strand, in this case benefitting from engagement with the wider University through the Strathclyde Innovation Forum. Some ideas brought forward this way were being implemented immediately and others developed for the longer term.
- The SAT had also considered the impact of Covid-19, in conjunction with the Financial Sustainability & Optimal Diversification SAT. The focus here was on identifying members of the University community who had been disproportionately affected by the pandemic and seeking ways to mitigate this impact.

In further discussion, the importance of the University's focus on wellbeing was highlighted. Common themes with other SATs, in particular the Learner Journey, were noted. The advantages and disadvantages of agile forms of working were discussed, noting that there could be particular challenges in relation to neurodiversity. It was noted that the University Values were widely seen to be appropriate and authentic, and the recent Values survey had validated this.

Summary

The Principal thanked all participants and reflected on the evolution of the SATs from the Positive Response Groups formed early in the Covid-19 pandemic and the Visioning Groups that succeeded them. The outputs of the SATs would now be gathered and, as appropriate, implemented through detailed proposals to the Executive Team, which would be subject to rigorous oversight under the University's committee structures.

Close

The Convener and the Principal thanked Court members and attendees for their contributions over the two days of the Court meeting and strategy sessions.

Q2 Business Report
[RESERVED ITEM]

**Strategic Plan 2020-25 Mid-year progress report
[RESERVED ITEM]**

Appointment of Acting University Secretary

Background

1. Court members are aware that the current University Secretary & Compliance Officer (USCO), Dr Veena O'Halloran, is imminently to retire from this position and that the intention is to appoint in her place a University Secretary and a University Compliance Officer, as separate posts.
2. The process to recruit these new Senior Officers is in progress and, subject to Court's approval of the necessary changes to the Ordinances, the new positions are expected to be filled in the coming months. In the intervening period, it is important that there should be clarity in the exercise of those responsibilities associated with the University Secretary role.
3. The role of University Secretary has a particular constitutional status, beyond that of other Senior Officers, primarily in terms of the relationship to Court. The Statutes include the following statements:

6.1 The Court shall, after consultation with the Senate, appoint a University Secretary with such functions and responsibilities, at such remuneration and upon such terms and conditions as it shall deem fit.

6.2 The functions and responsibilities of the University Secretary shall be determined by the Court. However, such functions and responsibilities shall include that the University Secretary be responsible for providing secretarial services for the Court and the Senate and, under direction of the Principal, for the administration of the University.

4. Accordingly, Court-approved appointment protocols require that the position be filled temporarily in the event of a vacancy:

A casual vacancy in the office of [University Secretary] shall be filled by an Acting [University Secretary] whose appointment shall be endorsed by the Court and who shall normally hold office for a period not exceeding 12 months.

5. It is therefore proposed that the role of Acting University Secretary be formally assigned to a member of the Executive Team. Specifically, Court is requested to appoint the Director of HR, Gordon Scott, as Director of HR & Acting University Secretary on a temporary basis. This formal assignment of the Acting University Secretary role is well aligned with existing arrangements for Gordon Scott to cover line management and other duties in the USCO's areas while there is a vacancy.
6. It should be noted that certain responsibilities of the current USCO role will be taken on by other Senior Officers. For example, the Chief Financial Officer will act as the Establishment Licence Holder in relation to the Animals (Scientific Procedures) Act 1986.

Recommendation

7. Court is requested to **approve** the appointment of Gordon Scott as Director of HR & Acting University Secretary for the period between the retirement of the current University Secretary & Compliance Officer and the appointment of a new University Secretary (or for a period of 12 months, whichever is the shorter).

Extension to Court membership and Treasurer role

1. The current Treasurer, Gillian Hastings, is due to reach the end of her final term of office as a member of Court on 31 July 2022. It is proposed that her term of office be extended, for two interrelated reasons, as outlined below. She has indicated that she would be willing to serve on Court and as Treasurer for a further year, if this extension is granted. Court Membership Group (CMG) has recommended this course of action.

Stability of leadership at a time of uncertainty

2. The Covid-19 pandemic has led to exceptional conditions for organisations of all kinds. In the University's case, this has included significant impacts on vital fee income from international students and, at one stage, a need to manage arrangements with lenders, in order to preserve headroom on debt covenants.
3. The immediate challenges of the 'lockdown' periods of 2020 and 2021 have been addressed in such a way that the University has emerged in a position of relative strength. However, uncertainty remains over the future course and duration of the pandemic and, even under a scenario of immediate and full recovery, the lasting impacts of the pandemic remain to be managed.
4. One notable impact has been the delay to major projects including development of the TIC Zone, which will now also be undertaken under a new Chief Commercial Officer.
5. The value of maintaining stable and experienced leadership of Court during such a period has already been recognised in the extension of the Convener of Court's term of office. By the same token, a deep knowledge of the University's finances and of how the impacts of the pandemic have been managed so far would be highly valuable in the Treasurer position for the coming period.

Maintenance of key skills and management of succession

6. In recent rounds of recruitment to Court, it has been necessary to prioritise skills other than finance, in addition to which outstanding candidates came forward from non-finance backgrounds. As agreed by CMG, this year's recruitment round will prioritise financial skills, with a view to bringing in new potential candidates for the Treasurer position. However, any new member of Court from summer 2022 will inevitably lack experience of Court and of the wider University, however strong their financial skills may be.
7. Extending the current Treasurer's term of office would create an overlap with any prospective new Treasurer, allowing the latter to become familiar with Court and with the University's finances, while providing stable stewardship in a period of notable uncertainty, as outlined above. This will also provide a degree of additional resilience, ensuring that specialist financial skills are held by multiple Court members in 2022/23.
8. While an extension to the current Treasurer's term would leave only one vacancy on Court for 2022/23, the current recruitment process would still seek to identify two new

members, ideally with strong financial skills in both cases, such that one would be offered deferred membership from 2023/24. If such appointments can be made successfully, options can be explored for giving the deferred appointee suitable early exposure to Court and appropriate background knowledge, in advance of joining Court.

Recommendation

9. Court is invited to **approve**, on the recommendation of CMG, the extension of the term of office of Gillian Hastings, as a member of Court and as Treasurer, for one year, up to 31 July 2023.

Convener's Action:
Amendments to the Ordinances: Senior Officer positions

1. The Ordinances list the University's Senior Officers. These positions carry particular responsibilities and are subject to certain rules; for example, regarding their recruitment.
2. The present University Secretary & Compliance Officer (USCO) will retire in March 2022. It has been recognised that this role had grown sufficiently in recent years to merit its division into two posts henceforth. Therefore, it is proposed that the University appoint two new Senior Officers, a University Secretary and a University Compliance Officer, both of which would need to be specified in the list of Senior Officers in the Ordinances.
3. The main professional services to be led by each of these Senior Officers are as set out below:

University Secretary	University Compliance Officer
Education Enhancement (includes Senate-level governance)	Safety, Health & Wellbeing
Student Experience	Internal Audit
Strategy & Planning (includes Court-level governance)	Legal Counsel
	Information Governance Unit

4. Ordinance 4.1.4 currently reads as follows:

The University Secretary and Compliance Officer

4.1.4 *The University Secretary and Compliance Officer shall be appointed as pursuant to the role of University Secretary in the Charter and Statutes and shall, under the direction of the Principal, be responsible for the administration of the University, for providing secretarial services for the Court and the Senate, for the coordination of institutional compliance-based activities and the strategic management of relevant Professional Service functions.*

5. It is proposed that this be replaced by two Ordinances, as below (with subsequent Ordinances re-numbered accordingly). Note that the *role* of University Secretary is already mentioned in the Charter and Statutes, given its particular relationship to Court. Use of the job title University Secretary, as opposed to USCO, will allow a simpler reference to this, relative to the current Ordinance. The proposed Ordinance 4.1.5, on the Compliance Officer position, more straightforwardly parallels the Ordinances covering other Senior Officer positions.

The University Secretary

4.1.4 *The University Secretary shall be appointed as defined in the Charter and Statutes and shall, under the direction of the Principal, be responsible for the administration of the University, for providing secretarial services for the Court and the Senate and for the strategic management of relevant Professional Service functions.*

The University Compliance Officer

4.1.5 *The University Compliance Officer, under the direction of the Principal, shall be responsible for the coordination of institutional compliance-based activities and the strategic management of relevant Professional Service functions.*

6. These changes were implemented by Convener's Action, to ensure that there would be no delay to the process of appointing the new Senior Officers and so avoid any unnecessary period in which relevant Senior Officer positions would be vacant.
7. For reference, the complete Ordinances can be viewed at https://www.strath.ac.uk/media/ps/strategyandpolicy/University_Ordinances_2021-22.pdf

For noting: Change of Directorate scope and name

8. The proposed division of the USCO role, as outlined above, entails a change to the Strategy & Policy Directorate (S&P). S&P currently includes the Information Governance Unit (IGU), in addition to two other teams, Planning & Business Intelligence and Governance & Public Policy. Under the proposed new structure, the work of the IGU will fall directly under the University Compliance Officer's remit, while the other two S&P teams remain as a Directorate that is overseen by the University Secretary, as indicated in the table above. Therefore, it is proposed that IGU be separated from S&P.
9. To reflect the change to the make-up of S&P, it is proposed that its name change from 'Strategy & Policy' to 'Strategy & Planning'. This also aligns with the prior decision to appoint a Director of Strategic Planning to replace the previous Director of Strategy & Policy.
10. Statute 2.1.2 states that it is one of the functions of Court "to establish, after report from the Senate, Faculties, Schools, Departments, Institutes, Centres or Boards, to prescribe their organisation, constitution and functions, and to modify or revise the same". This does not require Court approval for a modification of this scale to a Professional Services Directorate. However, the proposed changes are highlighted here, for information, to reflect the spirit of this Statute and as a way of ensuring that Court is properly informed as to changes of structure and nomenclature that accompany the creation of the new Senior Officer roles.

Recommendation

11. Court is requested to **homologate** the approval by Convener's Action of amendments to the University's Ordinances, as detailed above, to create the Senior Officer positions of University Secretary and University Compliance Officer.
12. In addition, and as context for the above, Court is invited to **note**
 - the proposed change to the structure of the current Strategy & Policy Directorate; and
 - the proposed change to the name of this Directorate, to become Strategy & Planning.

Convener's Action: Appointment to Remuneration Committee

1. The terms of reference of Remuneration Committee state that its composition should be:
"The Convener of Court ex officio, the Treasurer ex officio, up to five other members, appointed based on their skills and experience. These may be existing members of Court or external individuals co-opted to provide expertise not otherwise available amongst the membership of Court, subject to there being a majority of lay members on the Committee at all times (with the majority of these being members of Court)"
2. In 2020-21, the committee's 'other members' (i.e. those not appointed *ex officio*) were its Chair, Ronnie Cleland, who remains in this role, and Marion Venman, who has since completed her final term as a Court member and so demitted Court membership and all related committee memberships.
3. While it is not obligatory to fill the resulting vacancy, it is desirable to do so in order to:
 - benefit from another Court member's skills and experience;
 - enable the committee to remain quorate in the event that another member is unavailable for a given meeting; and
 - build experience in anticipation of future turnover in the membership.
4. Taking into account the required balance of skills and experience, alongside members' time commitments, it was proposed that the committee co-opt Melfort Campbell. His extensive non-executive experience includes leadership roles elsewhere in the Scottish higher education sector and having served as Chair of the Remuneration Committee at Scottish Enterprise.
5. Remuneration Committee met on 31 January 2022. To enable this appointment to be made in time for that meeting, Court Membership Group was consulted by correspondence, resulting in a recommendation that the appointment be made, and the appointment was approved on behalf of Court by Convener's Action.
6. In line with standard practice, Melfort Campbell is currently serving a one-year initial term of Court membership. Therefore, the appointment to Remuneration Committee is also for the present session (academic year 2021-22), in the first instance.

Recommendations

7. Court is invited to **homologate** approval by Convener's Action of the appointment of Melfort Campbell to Remuneration Committee for the current session.

University Hospital Status for NHS Golden Jubilee

Growing relationship with NHS Golden Jubilee and current arrangements

1. Collaboration with NHS Golden Jubilee National Hospital (NHSGJ) has grown strongly since a Strategic Partnership Agreement (SPA) was signed in March 2021. NHSGJ is a national NHS Board with a specialist role in reducing waiting times for key elective specialities. It also includes the NHS Scotland Academy, the Centre for Sustainable Delivery (which aims to be a Global Centre of Excellence on innovation in healthcare delivery), a Research Institute, an Innovation Institute, and a Hotel and Conference Centre. The relationship and consequent opportunities with NHSGJ are therefore substantially different and complementary to those we have with NHS Lanarkshire (NHSL), as a regional board. In terms of governance arrangements however there is no difference between those for NHSL and those for NHSGJ. This paper therefore follows the same structure as that presented in August 2020 to make the case for University Hospital status for NHSL.
2. The collaboration is managed by a Strategic Partnership Board, which has met twice already and which includes senior leadership from both institutions as well as clinical, management and academic leads for the collaborative projects. A Framework Agreement has been signed in March 2021, which provides a standardised format on which to establish new activities between Strathclyde and NHSGJ. The CEO of NHSGJ, who is now also a Visiting Professor in SBS, has recently written to the Principal, on behalf of its Board, to request that University Status be agreed with the University (see Annex 1, the *Shared Interests* paper in Annex 2 and the *Developing the Relationship* paper in Annex 3 which were approved by the Board. Annex 4 sets out current collaborative work and Annex 5 provides a Risk Assessment adapted from the corresponding one from NHSL). University Status is a formal recognition by both parties of the strength and significance of the relationship between them. NHSGJ does not currently have University Status with any other University, though as a National Board it has important links with several. The agreement of University Status is a mutual recognition between both parties of the breadth and depth of collaboration, and is an important signal to external parties (Scottish Government and NHS, Research Councils, Medical Charities etc.) of that mutual commitment.
3. University status also opens up wider opportunities for the university in terms of the scale of the joint activities and the engagement of NHS staff in university activities such as teaching and joint appointments. Also, a jointly operated unit or department annex is less likely to evolve from a Strategic Partnership Agreement.

Potential Advantages of University Status

4. Both parties recognize mutual advantages of which the following are examples which have been agreed jointly:

NHS Golden Jubilee:

- Increased reputation through collaboration with a world renowned learning institution.
- Supporting national NHS remobilisation through workforce and development opportunities.
- Providing a foundation for NHS Golden Jubilee and national sustainable services through research and innovation.
- Provide an added academic dimension to healthcare solutions for the future.
- Attracting undergraduates and graduates to work for NHS Golden Jubilee and wider NHS.
- Supporting its existing workforce through learning and development opportunities.

University:

- Increased reputation with NHS, Scottish Government through contributions to National initiatives.
- Funding of joint posts and doctoral research.
- Placements and internships for Strathclyde MSc and undergraduate students.
- Contributions to teaching courses by NHS staff, including clinical secondments.
- Access to clinical/health care environments for the University's PhD students.
- Possibility of hospital based footprint for some of the University's Departments/Institutes (e.g. SIPBS).
- Access to funding routes for collaborative projects and better chances of success e.g. with MRC and CSO.
- Attraction of Strathclyde to staff and students wishing to research and study clinical/health care subjects.

5. We envisage that University Status will add value to the Health Tech Cluster, by providing opportunities to involve industrial partners with NHSGJ and through partnership with the NHSGJ innovation institute (which is in development and has benefited from advice from IIE and academic colleagues), and improve our research environment (including REF) with benefits for relevant UoAs.

Process for award of University Status

6. The process was initiated by Jann Gardner, CEO of NHSGJ, who proposed this to the Board of NHSGJ, and communicated the outcome to the Principal.
7. The NHSGJ – Strathclyde Strategic Partnership Board has met and supports University Status with Strathclyde. It is intended that the Strategic Partnership Board manages the relationship using the SPA and the Framework Agreement as tools to ensure effective governance by enabling us to fast-track any specific collaborative contract agreements required for each joint activity that is agreed. The list of recent activities is given in Annex 4.

Post approval

8. All activities falling under University Status will be managed by the Strategic Partnership Board, which is empowered, on behalf of NHSGJ and the University, to agree the assessment criteria to be used to assess proposed activities for University Status, to approve proposals for University Status, and to monitor progress of these activities. Review and renewal of University Status will take place at the same time as that of the SPA, or when either of the two institutions Governing Bodies decides to withdraw from the agreement.

9. Contractual arrangements required for such activities will fall under the Framework Agreement agreed between NHSGJ and the University.
10. A University Status Subgroup of the Strategic Partnership Board, consisting of senior representatives of each organisation will prepare proposals for University Status and ensure that such proposals have the backing of each organisation (each following its own institutional process – at Strathclyde this would be an ET decision, and GJ has its own governance process). The initial Strathclyde members of this University Status Subgroup will be Prof Roma Maguire, Prof David Littlejohn and Prof Tim Bedford.
11. The University logo and name will be added as appropriate to signage of the NHS Golden Jubilee National University Hospital, and communications teams from both sides will agree a comms plan to highlight the new relationship. This will include prominence given to the NHSGJ relationship on Strathclyde's own webpages and where appropriate on signage.

Intended criteria used by NHSGJ and Strathclyde to decide if a proposed activity falls under University Status

12. The following criteria have been discussed with CEO Jann Gardner.
13. The Strategic Partnership Board is responsible for managing the use of University Status within the broader partnership. The criteria to be used will be developed and updated from time to time. However, it is envisaged that University Status may be applied to service related activities associated with Departments, Centres within NHSGJ, or special initiatives in cross-cutting or underpinning technologies and/or delivery models, where a strong and long lasting partnership is created/exists between groups of colleagues at Strathclyde and NHSGJ. This would be demonstrated by criteria such as the following, which will be refined in discussions with NHSGJ to establish a joint assessment and approvals process for both types of activity:

Core

- Leadership responsibility: Each entity or activity gaining University Status must be led by or responsible to an appropriately senior member of staff on each side.
- Service:
 - Appropriate NHSGJ staff should have honorary university academic status.
 - Development of new health and social care models of care and evolving professional roles within the existing NHS and/or Social Care workforce.
 - Evidence of committed and evidenced specialist, cutting-edge, evidence-based care resulting in patients receiving the best clinical outcomes.
- Education:
 - Demonstrate involvement in the undergraduate and post graduate education development/delivery.
 - Provide high quality placements for learners evidenced through feedback/ quantitative and qualitative data.
- Research and Innovation:
 - Staff within the service act as Principal Investigators as/when appropriate in the conduct of NHS Ethics-approved healthcare or other research studies.
 - Demonstrate operational commitment within the service to provide support for the delivery of research studies.

- Demonstrate collaboration with University colleagues, or have a commitment to do so, in developing, winning funding for, and conducting high-quality, NHS Ethics-approved translational research studies that focus on joint NHS and University priorities.

Additional (Desirable):

- Service:
 - University academic staff (employed and/or visiting) working in NHSGJ providing clinical/non-clinical input to improving care.
 - Appropriate NHSGJ staff involved in influencing university practice (ie Programme Boards, curriculum development groups, University Quality assurance panels).
- Education:
 - Provide postgraduate student placements and actively seek to host PhD students.
 - Work collaboratively in the development and delivery of under- and post-graduate programmes of education.
- Research and Innovation:
 - Staff within the service have a track record of success in attracting research grant funding in competitive funding-calls.
 - Evidence of pre-existing collaboration with the University in conducting NHS Ethics-approved or other research studies.
 - Collaboration with the University in research studies that have published results in peer-reviewed journals or that have been translated into clinical practice or that have influenced health policy or guidance.

Use of the University's name under University Status

14. When University Health Board status has been established, it is anticipated that with the University's agreement, Strathclyde logo would be placed prominently on main hospital signage, to celebrate and promote the partnership. Appropriate staff in Communications at Strathclyde and NHSGJ would work together to publicise the University Status relationship.
15. Thereafter, as relevant NHSGJ entities are able to fulfil the agreed criteria, we would then additionally rebadge and jointly promote all such relevant departments and projects. The *Shared Interests* document in Annex 2 sets out potential areas where this could occur.

Financial commitments and risk

16. There are no direct financial commitments arising from the recommendations of this paper. Specific projects taking place will be costed individually and agreed within the overall Framework Agreement between Strathclyde and NHSL.
17. A high-level risk assessment has been carried out on the issue of University Status, and this can be found in Annex 5. The risks are considered manageable and are in keeping with university risk appetite.

Recommendation

18. Court is requested to **homologate** the approval of University Status for NHSGJ, as granted by Convener's Action on 30 January 2022, on the recommendation of the Executive Team and Senate.

**University Hospital Status for NHS Golden Jubilee
Annexes 1-5
[RESERVED ITEMS]**

Counter-Terrorism and Security Act (2015) – Prevent Annual Update 2021

Background and national context

1. The Counter-Terrorism and Security Act 2015 includes a duty on universities to have “due regard to the need to prevent people from being drawn into terrorism”. UK government guidance on how specified authorities in England and Wales and in Scotland are to comply with the Prevent duty was published in September 2015.
2. In Scotland compliance is led by the Higher Education Prevent Working Group, established by the Scottish University Secretaries in 2015, which meets twice per annum. Membership includes a representative from each Scottish HEI; four members nominated by AUCSO (the Association of University Chief Security Officers); the Head of the Scottish Government Connected Communities Unit; Police Scotland. Representatives of NUS Scotland and UCU Scotland attend the Working Group by invitation.
3. The University Secretary and Compliance Officer or her nominee, the Director of Student Experience, represents the University on the Higher Education Prevent Working Group and ordinarily at meetings of the Local Multi-Agency Group which has paused during the Covid 19 pandemic.
4. The Scottish Higher Education Prevent Working Group met in May and November 2021. Due to the Covid-19 Pandemic the Scottish Government Prevent Conference has not taken place in 2021.
5. The UK Government Independent Review of Prevent has been impacted by the global pandemic and other factors, a renewed date of publication has not yet been announced.
6. In addition to the University Prevent Working Group, the University Secretary and Compliance Officer has established a Safeguarding Working Group which is leading on the development of a university-wide implementation of safeguarding principles.
7. The University Prevent Working Group reports annually to ET and through ET to the University Court.
8. This paper updates ET and Court on the actions taken to ensure compliance with statutory obligations.

University of Strathclyde Prevent Working Group

9. The University Prevent Working group is responsible for implementation of the Prevent duties and the Guidance prepared by the Higher Education Prevent Working Group. The Group’s remit includes:
 - maintaining a shared awareness and understanding of the risks of radicalisation within the campus community;
 - through the convener, reporting to the governing body;
 - communicating to relevant staff the requirements and importance of the statutory duty;
 - making decisions on sensitive matters that may arise e.g.
 - deciding what action to take where concerns are raised that a member of the campus community may be being drawn into terrorism; and
 - deciding whether to allow a controversial speaker to visit the campus.
10. The members are Dr Veena O’Halloran, USCO (Convener); Stuart Brough (ISD), Claire Carroll (RKES); Pamela Loughlin (Safety, Health and Wellbeing); Gordon Scott (HR); Colin Montgomery (Campus Security); Ray McHugh (Marketing and Corporate Communications) and Gill Watt (Student Experience).

11. There is a standing invitation for two members of Strath Union Executive team (the Student President and VP Inclusion) and the President of the Strathclyde University Muslim Students' Association to attend meetings of the University's Prevent Working Group.
12. The NUS opposes the legislation and hence the student representatives attend as observers, rather than members. Separately from the meetings, student representatives are consulted on all Prevent matters relating to students.
13. The agreed position of the University's Prevent Working Group is that existing managers should continue to be the initial point of contact for any Prevent concerns, with support provided by the University Prevent Working Group. Ultimate responsibility for reporting under the legislation resides with the University Secretary and Compliance Officer.
14. The sector guidance states that staff engaged in the provision of advice to students should be aware that any concerns that a student may be being drawn into terrorism should be raised with the University Secretary and Compliance Officer, who will discuss it with the University Prevent Working Group.
15. No reportable concerns under the Prevent duties were raised in 2021.

Prevent Duty Guidance Monitoring

Staff Briefings and Training

16. The Scottish HE Prevent Working Group encourages regional formal training for university managers with a role in addressing the statutory duty. The West region includes Strathclyde, Glasgow, GCU, GSA, RCS, SRUC-west and UWS. Meetings are normally held twice each year to share experience, practical issues and lessons learned. Due to the pandemic, and in the absence of a local lead coordinator from Glasgow City Council, Police Scotland have convened local consultations with the west region group with a schedule of further meetings anticipated in spring 2022.
17. Developments in sector training is led by the Scottish Government's Safeguarding and Vulnerability Team (within the Connected Communities Unit), including the review of the Collaborative Outcomes Learning Tool (COLT) which was designed for the HE sector in Scotland. The delay in the publication of the national review has paused developments in consideration of future training.

Speakers and Events

18. The Events and Speaker Policy, which was approved by the Executive Team and Court in 2016 continues to be in operation across the University.

Provision of Welfare and Pastoral Support

19. The University has a well-established range of student support services, all of which are now accessible and available online. The promotion and support of positive mental health and wellbeing is a key aspect of the provision.

Liaison with Strathclyde Students' Union

20. The University continues to engage with Strath Union on Prevent matters. As noted above, representation from Strath Union at the University Prevent Working Group meetings is facilitated.
21. The Director of Student Experience, senior colleagues from Student Experience and Strath Union Executive continue to work together on the enhancement and promotion of Interfaith Services at the University.

Information Sharing

22. The Scottish Higher Education Prevent Working Group continues to work in conjunction with Police Scotland and the Scottish Government to establish a formal 'information sharing' protocol for Scottish Higher Education Institutions, however, discussions at local are also currently underway.

Safety Online

23. In complying with the Counter Terrorism Act, the University has a responsibility to protect researchers. Work is ongoing within the Scottish Higher Education Prevent Working Group to develop a policy to provide guidance on security sensitive research material.

Scottish Government Compliance Review

24. The Scottish Higher Education sector's progress in complying with the Counter Terrorism and security Act is monitored by the Government via quarterly reviews by the Safeguarding and Vulnerability Team. At present these reviews are suspended although these may be reintroduced in the spring 2022.
25. Summary reports are presented to the Government via the Scottish Higher Education Prevent Working Group and are considered at the biannual meetings of the group.

Recommendation

26. Court is invited to **note** the annual report.

SCHEDULE OF COURT DATES 2022/23

Paper K

COURT

Wednesday 5 October 2022	1400 – 1700
Thursday 1 December & Friday 2 December 2022	Residential at Ross Priory
Thursday 2 March 2023	0930 – 1230
Wednesday 3 May 2023 ¹	0930 – 1600 – Extended meeting
Thursday 22 June 2023	1400 – 1700

COURT BUSINESS GROUP

Wednesday 28 September 2022	1400 – 1600
Thursday 17 November 2022	0900 – 1100
Thursday 16 February 2023	1400 – 1600
Wednesday 19 April 2023	1400 – 1600
Friday 9 June 2023	0900 – 1100

COURT MEMBERSHIP GROUP

Wednesday 28 September 2022	1600 – 1700
Thursday 17 November 2022	1100 – 1200
Thursday 16 February 2023	1600 – 1700
Wednesday 19 April 2023	1600 – 1700
Friday 9 June 2023	1100 – 1200

ANNUAL COURT DINNER

Thursday 22 June 2023	1830 – 2200
-----------------------	-------------

NOVEMBER 2021 GRADUATION CEREMONIES (DRAFT)

Tuesday 1 November 2022	1100 and 1500
Wednesday 2 November 2022	1100 and 1500
Thursday 3 November 2022	1100 and 1500
Friday 4 November 2022	1100 and 1500
Monday 7 November 2022	1100 and 1500
Tuesday 8 November 2022	1100 and 1500

JUNE 2022 GRADUATION CEREMONIES (DRAFT)

Monday 19 June 2023	1100 and 1500
Tuesday 20 June 2023	1100 and 1500
Wednesday 21 June 2023	1100 and 1500
Thursday 22 June 2023	1100 and 1500
Friday 23 June 2023	1100 and 1500
Monday 26 June 2023	1100 and 1500
Tuesday 27 June 2023	1100 and 1500
Wednesday 28 June 2023	1100 and 1500
Thursday 29 June 2023	1100 and 1500
Friday 30 June 2023	1100 and 1500

¹ The May meeting and strategy session will be followed by an AGM-style “public meeting” to comply with a requirement of the revised Scottish Code of Good HE Governance. The three events will be completed within the time indicated here.

Executive Team Report to Court

The Executive Team (ET) met on 17 November, 1 & 15 December 2021, 25 January and 8 February 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 University Secretary & 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.

2. Pay and pensions

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

3. Industrial relations

ET noted updates on the University and College Union (UCU) strike action in relation to the 2021-22 Universities Superannuation Scheme (USS) which would commence on Monday 14 February and take place over seven days. The Industrial Planning Action Group had met regularly with a key focus on reducing any disruptive impacts of the strike on students.

4. Investment stage-gating

ET received regular updates in line with enhanced cost control measures.

5. Student Recruitment

ET received regular updates on student recruitment.

6. Strathclyde Global Talent Campaign

ET agreed plans for the Global Talent Attraction Programme (GTAP) for 2021-22 and agreed that further work should be carried out on the possible creation of a Chancellor's Associate scheme.

7. [Reserved] - Increased Investment Request

Following Enterprise & Investment Committee's recommendation, ET approved an increase in investment [Reserved].

8. Values Survey

ET received an update on the Values Survey and noted that overall, the levels of perceived alignment with the University's values were high and were consistent with previous years.

9. Glasgow Student Accommodation – PGT January Start

ET discussed proposals to extend the availability of accommodation to students, with a focus on those potentially joining the University in January in 2022.

10. Celebrating the Queen's Anniversary Prize

ET agreed that, in line with previous practice, additional days' leave should be granted to University employees in recognition of the significant achievement of the award of a third Queen's Anniversary Prize to the University.

11. Annual Planning Guidance 2022-2023

ET approved the Planning Round Guidance for 2022-23.

12. Strathclyde's Approach to Trusted Research

ET received an update on the Trusted Research agenda nationally, including relevant legislative and regulatory changes, and on Strathclyde's proposed response, which was to be proportionate and balanced, ensuring compliance with all external requirements while enabling effective collaboration. ET agreed an initial package of work and noted that updates and further proposals would be put forward in the spring of 2022.

13. University Hospital Status for NHS Golden Jubilee

ET approved University Hospital status for NHS Golden Jubilee and transmission of this recommendation to Senate Business Committee, ahead of approval by Senate and Court, noting that this had been proposed in the context of an existing Strategic Partnership Agreement based on significant and growing collaboration.

14. Magna Charta Universitatum 2020

ET agreed that the University should become a signatory to the Magna Charta Universitatum 2020.

15. Investment Approval – [Reserved].

ET agreed an approval, on the basis of recommendation by Enterprise & Investment Committee, for an investment to be made from the Strathclyde Inspire Investment Fund as part of a wider funding round [Reserved].

16. Conferencing & Events/Campus Services – Operating Proposal for Semester 2, 2021/22

ET considered and approved proposals for Conferencing & Events and Campus Services to operate within Scottish Government guidelines for their respective areas in Semester 2.

17. PGR Supervisory Agreements

ET received an update on work to develop supervisory agreements for doctoral students. It was noted that this related to other initiatives in the area of safeguarding, PhD students having been recognised as a potentially vulnerable group, and had been discussed by the University's Safe360 group and other relevant groups. ET members expressed their support for the concept of supervisory agreements.

18. Information Strategy Committee (ISC) Business Cases

ET considered two ISC business cases.

18.1. Financial Management System – Milestone 7 Security Upgrade

ET **approved** the proposed upgrade, noting that improvements to security and efficiency would result and that there would be significant downsides if the upgrade were not implemented

18.2. Anniversary Registration Project

ET approved this project, noting the future improvements to efficiency and to the student experience.

19. Formal Assessment Period for Semester 2, AY 2021-22 – position statement

ET considered and approved the University's Position Statement for the Formal Assessment Period for Semester 2, Academic Year 2021-22.

20. Ventilation Strategy Update

ET endorsed updates to the Ventilation Strategy that had been informed by both the Scientific Advisory Group for Emergencies (SAGE) and the Scottish Government and previously approved by ET.

21. Q2 Business Report

ET considered and noted the Q2 Business Report 2021-22.

22. Strategic Plan Year 3 mid-year progress update

ET considered and noted the Strategic Plan Year 3 mid-year progress update.

23. Counter Terrorism and Security Act (2015) Annual Update

ET noted and commended the Counter Terrorism and Security Act (2015) Annual Update to Court.

24. Reports

ET noted the following reports:

- Performance Development Group meeting reports;
- Strathclyde Safe 360 reports;
- Q1 Complaints Handling Report.

Senate Report to Court

Senate met on 26 January 2022. The third meeting of Academic Year 2021-22 was again conducted as a hybrid meeting with approximately 20 members of Senate attending on campus in room 325 of the new Learning and Teaching Building, and 60 members attending via Zoom.

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

Senate invites Court to **note** the following items considered by Senate on 26 January 2022.

1. Report from Senate Business Committee

Senate Business Committee noted that, since the last meeting of Senate on 17th November 2021, the CPA Sub-Group had processed two agreements, namely an addendum to an existing PGT articulation agreement and an agreement for joint PhD supervision. It was further noted that the Terms of Reference had been updated to reflect that the Convener of the Quality Assurance Committee (QAC) had been invited to join CPA Sub-Group going forward to strengthen academic and quality assurance input.

Senate was invited to consider and approve the reports for the January Senate meeting. Senate approval was given where requested in the reports, and will be documented in the formal minute of the Senate meeting.

Senate **endorsed** a proposal from the Executive Team to award University Hospital status for the NHS Golden Jubilee proposal, ahead of onward transmission to Court for final approval.

Senate **approved** the following policies:

- Safe360° Safeguarding Policy
- Child Safeguarding Policy
- Gender-Based Violence Policy: Staff and Students

The implementation of the above Policies would form a substantive part of the Senate Strategic Engagement meeting in March 2022.

2. Principal's Report

The Principal provided a comprehensive report on news and items of interest since the last meeting, welcoming Senators back from an extended winter break. In addition, the following key topics were covered:

- A particular welcome was extended to Professor Duncan Graham and Professor Stephen McArthur, who became Executive Deans for Science and Engineering respectively on 1 January 2022 and Professor Atilla Incecik, who had assumed a new role as Associate Principal (Internationalisation). The Principal acknowledged the excellent contributions of Professor Iain Stewart, who is returning to Mathematics & Statistics, and Professor Atilla Incecik, who is assuming a new role as Associate Principal (Internationalisation.)
- The Principal thanked Dr Veena O'Halloran, University Secretary and Compliance Officer, who was due to retire ahead of the next Senate meeting. She was commended on her exemplary leadership in helping guide the University through the challenges of the COVID-19 pandemic and in supporting the work of Senate.

- Senators joined the Principal in congratulating Professor Eleanor Shaw, Associate Principal, who was awarded an OBE for services to entrepreneurship and education in the Queen's New Year honours list, and Professor Zoe Shipton, Faculty of Engineering, who was awarded an OBE for services to geoscience and climate change mitigation. A number of Strathclyde alumni, friends and associates had also been recognised and the Principal had written to them to offer congratulations.
- The Principal outlined that 2022 promises to be another successful year, as we accelerate towards delivery of our Vision 2025 goals. We will see the achievement of a number of major milestones, including:
 - Further investment in our people, notably the recruitment campaign for our next tranche of Chancellor's Fellows (24 across all 4 Faculties), and our Global Talent scheme for Professors and Readers which will be open throughout the year;
 - The results of the Research Excellence Framework (REF) would be published on 12 May 2022 following significant effort across the institution. Preparation for the next REF is also underway;
 - Completion of the National Manufacturing Institute Scotland and Medicines Manufacturing Innovation Centre near Glasgow Airport;
 - Welcoming back our recent graduates to a fortnight of special graduation ceremonies in the Barony Hall after their ceremonies were postponed by COVID-19 restrictions. Contact with ~8,500 eligible Strathclyders has led to almost 4,500 registrations to date and Senators were warmly encouraged to share in these special events; and
 - A formal opening of our Learning and Teaching building to welcome Dame Jocelyn Bell-Burnell and Professor Jackie Kay to the spaces named after them, and to remember the late Professor Mary Dunn.
- Noting the need for continued ambition and success as a leading international technological University, the Executive Team (ET) was now planning for the *next* horizon – the period to 2030 and beyond. ET had an energising and upbeat discussion at the beginning of the month to take stock of where we are and to look ahead to the future. 2024 will be a particularly special year as Strathclyde marks the 60th anniversary (Diamond Jubilee) of the granting of its Royal Charter.
- News that Omicron cases were falling in Scotland was welcomed, bringing a real sense of optimism for the months ahead. While **COVID-19** continued to present challenges, the improving situation meant that many of Scotland's remaining restrictions were being lifted. The Executive Team had agreed that now was the right time to review the additional voluntary measures in place across the University since August 2021. Consultation with internal stakeholders had begun; including with students and campus unions. The health, safety and wellbeing of the University community continued to be at the heart of discussions and decision making, and the University was examining in detail how staff and students could benefit from a hybrid working approach with increased time on-campus.
- The annual **Residential Court** on 25/26 November 2021 had been highly successful and productive meeting included reflections on our 2021 performance and the continued progress to Vision 2025, as well as a round-up of activity from our Strathclyde Acceleration Teams.
- The Leadership Group had reviewed and discussed the results of our **2021 Values Survey**. The University is listening carefully to staff feedback and undertaking detailed analysis including reflections on free text comments to support enhancement across the institution. Senators were encouraged to continue to engage and influence feedback in the year ahead. An important way of doing this is through our [Strathclyde Innovation Forum](#).

- In line with the Strathclyde Pledge within our People Strategy, the Culture & Values Strathclyde Acceleration Team has been working collaboratively with students and staff from across the University to develop the **Strathclyde Community Commitment** – a shared pledge which sets out how we will continue to create a welcoming, safe and thriving environment for everyone. The Commitment has been published on our [Safe360°](#) web pages.
- As a people-orientated employer, Strathclyde is ensuring that all staff are paid in line with, or above, the newly announced **Voluntary Living Wage**.
- The Principal congratulated a number of Strathclyders on behalf of Senate on their recent achievements:
 - Professor Atilla Incecik, Associate Principal (Internationalisation), who has been awarded The William Froude Medal – the highest professional honour bestowed by the Council of [The Royal Institution of Naval Architects](#) to individuals in the field of naval architecture and ship building.
 - Dr Damion Corrigan has been appointed as the new [LGC](#) Chair in Measurement Science for Health at the Centre for Advanced Measurement Research & Health Translation.
 - Mairi Spowage, Fraser of Allander Institute, who has been appointed to the Scottish Parliament's Finance and Public Administration committee.
 - Professor Tariq Durrani who has become the first person from Scotland to be elected as a Foreign Member of the Chinese Academy of Sciences.
 - Dr Christine Dufès has received the Outstanding Woman Researcher in Nanomedicine award at the 7th Venus International Women Awards.

3. Substantive Items of Business

Senate welcomed presentations on the following items:

- i. The Deputy Associate Principals (Learning and Teaching) presented Senate with updates on e-FIRST (education-Future Innovation and Reflection on Strathclyde Teaching), Learning and Teaching in Semester 2 and the 2022 National Student Survey. An occupancy update within the Learning and Teaching Building was also provided, noting that within the Student Experience Directorate teams operating on flexible / shift rotas to increase on-campus support ensuring that all services had staff on campus as well as available on-line. Preparations for the start of Semester 2 were also outlined together with an overview of next steps. Senators were advised that the National Student Survey (NSS 2022) launched at Strathclyde on 24th January and the results were expected in June or July 2022. It was hoped that Strathclyde's success in recent years would be sustained. Further information is available on the [Student Surveys SharePoint](#) site.
- ii. The StrathUnion President reported that StrathUnion Officers had outlined detailed their reflections on Semester 1 in a letter submitted to the Executive Team before the Winter Break, including comments on the student accommodation market and student mental health, and he was grateful for the constructive responses received from both the Principal and the Vice-Principal. He was optimistic about the direction of travel following the latest data regarding COVID-19 and the relaxation of restrictions by the Scottish Government. Students remained very keen to return to campus and StrathUnion looked forward to working with the Executive Team to ensure a continued safe and smooth transition back to a new normality.

- iii. The University Secretary and Compliance Officer presented Senate with an update on student recruitment for AY2021-22 with a focus on PGT intakes in January 2022 which had seen an increased volume of applications. Consequently, January 2022 registrations had significantly surpassed initial intake targets and, based on anticipated conversion of applications, this figure was likely to exceed 600 registrations (+170% against initial target).

The University Chief Financial Officer presented Senate with an update of the University's financial position, highlighting that the University continues to have strong liquidity underpinning its current financial health. Forecast accuracy and monitoring was key to allow the University to continue to invest and capitalise on opportunities as they arose.

- iv. Professor Debbie Willison, Vice-Dean Academic (Science) and Convener of Strathclyde Online Learning (SOL) Committee, presented on Microcredentials (MC) and Upskilling (US) at Strathclyde. The University had received £2.5M from the Scottish Funding Council over the 3-year period between 2019-20 and 2021-22 and had established three academies under which our provision sits across all four Faculties:

- **Digital and Data Science Academy** – repurposing successful models of work-based learning modules, targeting our pool of engaged employers and delivering online.
- **Education Upskilling** – enabling upskilling of early years practitioners and teachers in line with identified employer/learner need and Government priorities.
- **Technology and Business Academy** – meeting the needs of our partners that seek upskilling/reskilling in a combination of Engineering, Technology and Business.

Strathclyde's US/MC module portfolio had grown from 5 to 59 (UG and PGT provision) and was on target to have engaged with a total of 2918 learners over the period of funding. The repurposing of our existing and growing digital assets could help to realise opportunities for other markets, for example in the UK (Degree Apprenticeships), internationally (collaborative provision, student transitions, remote learning and training) and even reach new demographics. Indeed, four new **Degree Apprenticeships** would be launching this year (one in each Faculty).

4. Items for Information

Senate received advance notice of the proposed timetable for Senate Elections in 2022 and noted with interest the Report and Response to Recommendations pertaining to the first Institution-led Thematic Review of Student-facing Professional Services on the theme of Student Mental Health which had been undertaken in 2021.

5. New Policies and Guidance

As previously stated, Senate **approved** the introduction of the following policies as part of a parallel and complementary approval route:

- Safe360° Safeguarding Policy
- Child Safeguarding Policy
- Gender-Based Violence Policy: Staff and Students

In addition, Senate

- **noted** the introduction of the Internal Review Framework with immediate effect, and
- **approved** the introduction of the following guidance, pending endorsement by Staff Committee:

- Online Learning and Teaching Resource Guidance, including:
 - Guidance for the Re-Use of Recorded Online Live Teaching Sessions, and
 - Audio and Video Consent Forms and Associated Guidance

6. Reserved Business

Senate **noted** the Reports of recent Senate Discipline Committee hearings.

End

Court Business Group Report to Court

The following items were discussed by Court Business Group (CBG) on 15 February 2022 and are provided here for Court to note.

1. Q2 2021-22 – Quarterly Business Report

[Reserved]

2. Strategic Plan 2020-25: mid-year progress report 2021-22

CBG received a summary of progress against the 16 KPIs in the Strategic Plan, Vision 2025. Of the 16 KPIs, 8 KPIs were reported as 'on track' or ahead of milestone and 2 as unable to report until Summer 2022 due to the availability of data (KPI3 NSS and KPI 4 Graduate outcomes); 2 KPIs were reported as 'further work required' or behind milestone (KPI8 PGR Population and KPI11 Industry Research Income) and 4 KPIs were reported as 'further work required' or behind milestone, despite progress (KPI7 Citations, KPI12 International Student FTE; KPI15 Net Cashflow and KPI16 Greenhouse Gas Emissions).

Members suggested clarificatory amendments and it was noted that the update to Court would outline key dependencies between KPIs (for example KPI 6 Total Competitively Won Research Income and KPI 11 Industry Research Income), and highlight areas where the University had performed well. With regard to KPI 16 Greenhouse Gas Emissions (tCO₂e) and in the context of the University's Climate Change and Social Responsibility Policy, it was suggested that an update on decarbonisation could be prepared for a future Court meeting

CBG **noted** the report.

3. Draft Court agenda, incorporating strategy session programme

CBG **approved** the agenda following discussion and subject to minor adjustments.

4. AOB

CBG received an update on recent developments with the Universities Superannuation Scheme (USS).

Report to Court from Audit & Risk Committee

The Audit and Risk Committee met on 20 January 2022 by videoconference.

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

1. Covid-19 Update

The USCO updated members on the current situation and the plans underway for semester 2. The following points were noted:

- The number of covid infections among the University community had increased, in line with the increase in the wider country, but were now decreasing as cases in the wider community also fell. The majority of cases were reported among staff and students who had not been on campus;
- As restrictions began to be eased the University would review its approach and hoped to return to face to face meetings in the near future. Blended learning arrangements would also be reviewed at the end of January;
- Students wished to return to the full, on campus, student experience as soon as possible and student representatives were involved in the planning groups. Strath Union had been running social events, as permitted under Government restrictions, and there had been no outbreaks on campus;
- There had been a good uptake of the free lateral flow test kits available on campus. The University had planned to continue this service into semester 2 and had stocked accordingly. It was therefore in the position to support neighbouring institutions who were having difficulty in sourcing supplies.

2. Review of H&S Departmental Compliance

Members noted the report on the review of H&S Departmental Compliance and the overall grading of Reasonable Assurance. The focus of the review was to provide independent, objective assurance that health and safety risks were being identified, assessed, responded to and reported appropriately and that the University's process for auditing health and safety arrangements within University Departments/Schools/Business Units and Centres was satisfactory.

The IAS Review highlighted numerous examples of good practice including a well laid out strategy and improved webpages. Three findings had been categorised as medium risk. These related to weaknesses in obtaining assurance that mandatory training courses were being completed, missing or incomplete information with respect to the system for recording the occurrence of incidents and the suspension of the Occupational Health and Safety (OHS) Audit Programme and consequent weaknesses associated with monitoring, measuring and reviewing performance and evidencing legal compliance with the University's health and safety framework. The importance of fully reporting audit findings to the SACSOH committee was noted.

A new online incident reporting system, 'Safe 360', had been developed and was due to go live in the coming months. The system would replace the current paper based S1 Safety Incident Reporting Form and was anticipated to bring substantial benefits to management information reporting.

3. Review of Modern Slavery Act

The Head of IAS presented the report on the review of Modern Slavery Act noting the overall grading of Reasonable Assurance. The review had been planned due to a 2020 study by the University of Bath which had noted that many UK Higher Education Institutions (HEIs) were struggling to engage with the Modern Slavery Act and were resorting to a rudimentary level of compliance. The review aimed to assess compliance with the Modern Slavery Act and whether the annual statement aligned with Home Office expectations.

Two medium risk findings had been noted relating to the late publication of the annual Modern Slavery Statement and a requirement for training and / or awareness raising of the modern slavery and human trafficking risks facing the University. IAS was satisfied that there was appropriate oversight and governance arrangements in place for the review and approval of the Statements prior to publication but recommended that timelines were accelerated to ensure full compliance with legislation. All historic statements were now on the University website and the most recent statement would be published by the end of February.

4. Review of Staff Health & Wellbeing

Members noted the report on the review of Staff Health & Wellbeing and the overall grading of Reasonable Assurance. The review set out to assess the University's approach to supporting staff health and wellbeing. Employee health and wellbeing had been promoted for a number of years, with targeted focus annually on Wellbeing Week. The University had been awarded Public Health Scotland's Healthy Working Lives Gold Award, recognising the University's work in health promotion since 2015, and was joint-winner of the Best COVID-19 response award by the charity Working Families. During the pandemic, clear, consistent and wide-reaching messaging from senior management emphasised the importance of health and wellbeing in all decision-making.

Two medium risk findings and 2 low risk findings were identified. The medium risks related to a lack of evidence of risk assessment, monitoring and mitigation against work-related stress and a lack of relevant management information/data to assess employee health and wellbeing.

The University had outlined its intention to appoint a Workplace Wellbeing Manager in the 2020-25 People Strategy. As a result of the pandemic, this post was yet to be advertised at the time of the Review. A new Safety and Wellbeing Directorate had been approved in October 2021, with the intention to progress the collaborative Thrive@Strathclyde framework and enhance the health and wellbeing of the whole University community.

The focus of the Wellbeing Manager post had shifted due to developments during the pandemic and the post which would now be filled would cover mental health, stress and general wellbeing. Recruitment for the Director of the new Safety and Wellbeing Directorate was ongoing and would be followed by recruitment of the Wellbeing Manager.

5. 2025 Digital Strategy

The Chief Digital & Information Officer updated Members on the ongoing work to develop the Digital Strategy. The Strategy would help the University to achieve its goals and underpin its overall strategy by encouraging digital thinking, enabling effective resource allocation, setting priorities and identifying and monitoring success factors. The Digital strategy would be influenced by changes in working practices during the Covid pandemic, the work of the University's E-First group along with Scotland's Digital Strategy.

The Digital Strategy would not simply focus on technology which was only one element and was constantly changing and developing. Other key elements in the strategy were people, processes and data. The Strategy would seek to use technology to improve processes, get the best out of data and develop teaching and learning and collaboration. It would be underpinned by a number of existing strategies, such as the People and Estates strategies and input would be sought from across the University.

The process of developing the Strategy was considered as important as the end product and staff and students needed to be able to engage with the process. The first task would be to identify, as a baseline, the current position and understanding among staff. How the Strategy might impact processes going forward would be explored along with which processes could be developed or improved, which were no longer required and those that should not be digitized. While this was underway, business as usual processes would continue along with scheduled upgrades and ongoing projects.

The process had begun with conversations with key stakeholders, evaluation of digital maturity models, development of a communication plan and the launch of focus groups, which had quickly been oversubscribed. Engagement was key and multiple channels were being utilised to engage with staff with engagement with students also planned. The timeline for the development of the strategy contained several milestones with final publication of the Strategy in September 2022.

6. Capital Investment Plan Update

The Director of Estates Services began by reminding Members of the University's history and that of its campus. The current estate was that of a medium sized University c. 300,000m². From 2008, £568m has been invested in the Campus in Major Projects and a further £480m investment was planned between 2022 to 2025. This investment would be aligned to the strategic priorities in Vision 2025 which included sustainability, environmental & carbon reduction objectives. It would also seek to:

- support the student experience
- enhance the University's profile and reputation,
- attract industry and government co-investment and co-location
- optimise efficiency, agility and space utilisation
- strengthen a sense of community and promote wellbeing, equality and diversity.
- reduce lifecycle and operational costs
- improve the campus appearance
- take advantage of revenue generation and efficiency opportunities.

Remote working during the Covid pandemic and the increasing focus on agile working would change the way the campus was used. Increased student study space was a key consideration going forward.

The major investments completed since 2009 were noted. Few areas of the campus had been untouched. The funding profile for this tranche of investment was also noted. Not all of the investment had been the University's own money with approximately 25% coming from external sources. The first tranche had focused on developing parts of the campus in poorer condition with the, new built, TIC building the biggest capital project. More recent projects had included the Combined Heat and Power (CHP) District Energy Project which had brought significant reductions in the University's carbon footprint and expenditure on heat and power.

Members were interested to learn about the projects currently active and those in the pipeline. These included: development of the TIC zone, the building of the National Manufacturing Institute Scotland

(NMIS), the redevelopment of the Student Village and the Heart of the Campus project which would bring improved accessibility and pedestrianisation of the centre of the campus. It was noted that the funding profile for active projects had changed from the earlier tranche with external investment having increased to around 62%. It was hoped that this trajectory could be continued.

7. USS Pension Valuation and Accounting

The CFO presented details on the Universities Superannuation Scheme (USS) which the majority of university staff were enrolled in. The 2020 valuation had shown a considerable shortfall and changes to the scheme would be required. A members' consultation on the proposed changes had recently closed.

The USS scheme had 2 main elements: a defined benefit part and a defined contribution part. In order to avoid a substantial increase in the contributions from staff and employers, significant changes in the accrual of benefits were proposed although an element of defined benefits would be retained. The scheme had a number of stakeholders including the USS Trustees, the Pension regulator, Universities UK (UUK), who represented employers, and the University and College Union (UCU) which represented staff. A Joint Negotiating Committee (JNC) was made up of five members from UUK, 5 members from UCU and one independent member who acted as the Chair.

FRS 102 required that provision was made for the total contributions payable under deficit funding plans (the element of employer contributions allocated to reducing the current pension deficit position).

A post year end agreement on a revised Schedule of Contributions with deficit recovery contributions of 6.3% for 16.5 years, a circa three times increase on previous levels. This was a non-adjusting event for the 2020/21 accounts but, given the material effect on future years, a post balance sheet event was included. The Financial Statements for 2021/22 would fully reflect the charge and related provision for this revised deficit recovery plan.

8. Fraud, Procurement and Risk Management - EY Insights

Two representatives from the External Auditor's Forensic & Integrity Services presented to the Committee on the EY Global Integrity Report 2022 which revealed a growing gap between what senior leaders assert is important and what they are prepared to do for individual gain. The Global Integrity Survey took place every two years and it was noted that a significant number of those surveyed were likely to be in the University's supply chain.

Of four thousand respondents, 97% regarded corporate integrity as being important but 55% said that standards of integrity had stayed the same or worsened over the last 18 months. In spite of an increasing acknowledgement of the importance of integrity to reputation and to employee retention, the incidence of significant fraud had remained stable over the last 14 years, except for a spike in 2020 at the height of the COVID-19 pandemic. A slip in the ability to maintain standards would see a rise in attempted fraud. The gap between what senior leaders state is acceptable and what they would be prepared to do was widening in comparison to the same gap for employees. The Report showed that board members were:

- Almost three times as likely to ignore unethical conduct by third parties as their employees;
- Five times as likely to falsify financial records; and
- Six times as likely to mislead external third parties such as auditors.

In spite of compliance programs having grown in scale, senior leaders had become more tolerant of unethical behaviour. Thirty six percent of respondents believed it was easier for employees to report concerns but Board members perception of safely reporting concerns was significantly higher than that of employees.

Data protection and privacy regulation had been the focus of a range of new legislation over recent years and most respondents saw this as positive. There was a heightening awareness of risk surrounding cybercrime, accounting misstatements, hidden risk relationships and the integrity of acquired entity's management. However, these heightened perceptions of risk were not being matched by heightened levels of mitigation with survey results showing compliance reviews and background checks were decreasing.

Several key actions were noted with the building of a culture of integrity underpinning these along with risk assessments, awareness raising and supporting staff to safely report suspected wrongdoing. Future areas of focus included:

- Third-Party Risk Management;
- Greater regulatory and social expectations on Governance; and
- Greater focus on automation, digitisation and innovation.

MATTERS TO BE NOTED FROM THE STAFF COMMITTEE MEETING HELD ON 3 FEBRUARY 2022**Values Survey**

The Committee reviewed the results of the recent staff Values Survey, which it noted were positive and compared favourably to external benchmarks. The survey included questions on how much staff felt Strathclyde was aligned to its five core values and a question on staff engagement. The results showed that overall, staff felt Strathclyde was aligned to its core values, with greatest alignment to the Ambitious, Bold and Innovative values. Central university staff scored higher on values alignment and also had higher engagement than faculty staff. Overall, 82% were likely to recommend Strathclyde as a place to work, which was higher than UK and global benchmarks.

Employee Relations

The Committee were given an update on matters of employee relations, noting that Trade Unions remained in dispute regarding the 2021/22 pay offer, which had been implemented in August 2021. A UCU ballot for industrial action in relation to pay in January 2022 did not achieve sufficient turnout to gain a mandate for industrial action. A ballot in relation to USS pensions resulted in a mandate for industrial action for strike action and action short of a strike. Seven days of strike action were due to take place from 14 February to 22 February 2022 in relation to pensions (see below).

USS Pension Provision

The Committee was given an update on the consultation which had recently closed on proposed changes to the Universities Superannuation Scheme (USS). The University had supported staff in understanding the proposals via communications to employees, live and recorded briefing sessions, promotion of the online modeller and other information from USS and meetings with the Trade Union. The consultation responses were currently being considered by the USS Joint Negotiating Committee (JNC). The University is encouraging the engagement of all parties nationally to resolve the dispute. The JNC is due to make a decision on future pension scheme provision by 28 February 2022.

People Policies

New policies on Safeguarding, Child Safeguarding and Gender Based Violence were presented to the Committee and approved subject to consultation with the recognised Trade Unions. An update to the Dignity & Respect Policy was also approved which removed the separate dignity and respect investigation procedure. This allows the complaint to be dealt with under other existing routes which delivers greater clarity and simplicity for those raising concerns. Additionally, Guidance relating to Online Learning and Teaching Resources was endorsed by the Committee following its approval at Senate.

Strategic Recruitment

The Strathclyde Chancellor's Fellowship Recruitment Campaign for 2022 is due to launch shortly, focusing on recruiting 24 exceptional early career academics in areas of strategic interest with a recruitment campaign focused on attracting a diverse range of candidates.

Equality, Diversity & Inclusion

A new Race Equality Steering Group is being set up to lead the University's work towards the Race Equality Charter. Chief Digital & Information Officer Beth Lawton has been appointed as institutional Champion for the Aurora Women's Leadership Programme. The University is likely to pursue a silver Athena Swan award application, with a strong self-assessment team now in place to support this effort.

Enterprise & Investment Committee
[RESERVED ITEM]