



## UNIVERSITY COURT – AGENDA

Tuesday 3 May 2022  
**Business Meeting – 09.30-12.00**  
Auditorium C, TIC  
99 George Street, Glasgow

**Apologies:** Alison Culpan

**Declarations of interest:** None

Introduction		
1.	<b>Minutes of the meeting held on 1 March 2022</b>	<b>Paper A</b> 5 mins
2.	<b>Matters arising</b>	<b>Oral</b>
3.	<b>Principal's Report</b> <i>Principal</i>	<b>Oral</b> 30 mins
Substantive items		
4.	<b>Budget setting: context and process</b> <i>Chief Financial Officer</i>	<b>Oral</b> 15 mins
5.	<b>Project MERLIN</b> <i>Chief Commercial Officer, Chief Financial Officer, Executive Dean of Engineering</i>	<b>Paper B</b> 15 mins
6.	<b>TIC Zone update</b> <i>Chief Financial Officer, Chief Commercial Officer</i>	<b>Paper C</b> 15 mins
7.	<b>University of Strathclyde Students' Association (USSA)</b> <b>Audited Accounts 2020/21 and</b> <b>Updated Articles of Association</b> <i>USSA President, USSA Chief Executive</i>	<b>Paper D</b>  <b>Paper E</b> 15 mins
8.	<b>Project Laika</b> <i>Chief Commercial Officer</i>	<b>Paper F</b> 15 mins
Items for formal approval		15 mins
9.	<b>Supporting CMAC Growth and Strategic Expansion via</b> <b>Extension of National Facility</b>	<b>Paper G</b>
10.	<b>Amendments to the Regulations: Committee compositions</b>	<b>Paper H</b>

<b>Committee reports</b> <i>(for noting, unless otherwise stated)</i>		<i>5 mins</i>
<b>11. Executive Team</b>		<b>Paper I</b>
<b>12. Senate</b> <b>For approval:</b> Awards for inclusion in the Ordinances		<b>Paper J</b>
<b>13. Court Business Group</b>		<b>Paper K</b>
<b>14. Court Membership Group</b> <b>For approval:</b> Appointment of a lay member of Court		<b>Paper L</b>
<b>15. Audit &amp; Risk Committee</b>		<b>Paper M</b>
<b>16. Enterprise &amp; Investment Committee</b>		<b>Paper N</b>
<b>17. Estates Committee</b>		<b>Paper O</b>
<b>18. Remuneration Committee</b>		<b>Paper P</b>
<b>Closing remarks</b>		<i>5 mins</i>
<b>19. Any other business</b>		
<b>Date of next meeting</b> Thursday 16 June 2022, 14.00-17.00		

**BREAK** (lunch available on TIC Level 3 concourse)

**12.00-12.30**

## **MINUTES OF UNIVERSITY COURT**

**1 March 2022**

Auditorium B, Technology & Innovation Centre

**Present:** Dame Sue Bruce (Convener), Paula Galloway (Vice-Convener), Professor Sir Jim McDonald (Principal), Professor Scott MacGregor, Neelam Bakshi, Virginia Beckett, Elaine Blaxter, Ronnie Cleland, Alison Culpan, Professor Jonathan Delafield-Butt, Andrew Eccles, Stephen Ingledew, Mary Jo Jacobi, Councillor Ruairi Kelly, Susan Kelly, William McLachlan, Malcolm Roughead, Professor Jan Sefcik, Peter Young

**Present by remote video link:** Kirsty Bannatyne, Gillian Hastings, Benn Rapson, Linda Brownlow (from item 4), Melfort Campbell (from item 4).

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

**Apologies:** Brenda Wyllie

### **Welcome and apologies**

The Convener welcomed Court members and attendees to the meeting. The Convener extended a particular welcome to Gillian Docherty, who was attending her first meeting of Court since taking up her role of Chief Commercial Officer, and congratulated her on her recent election as President of the Glasgow Chamber of Commerce.

No interests were declared.

### **1. Minutes**

Court **approved** the minutes of the meeting held on 25 November 2021, and noted the record of the strategy sessions held on 25 & 26 November 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:

- The University had contacted all staff and students of nationalities relevant to the current conflict in Ukraine, and any others known to be affected, and had offered appropriate support. The University had small numbers of students from the affected countries. Strathclyde was engaging with sector-wide efforts in Scotland and the UK to create a coordinated response across higher education to the unfolding situation. The Chief Financial Officer (CFO) noted that Strathclyde had no direct investments in Russian enterprises and was investigating whether it held any indirect investments.
- Sir William Lithgow had passed away in February. The Principal paid tribute to this important figure in Scottish industry and in Strathclyde's history, noting that Sir William had been the first President of the Students' Association at Strathclyde, later recognised with lifetime honorary presidency of that

organisation, and had subsequently made many contributions to the University. Court's sadness at this news was formally noted.

- The Diamond Jubilee of the granting of the University's Royal Charter would be celebrated in 2024. Court would be kept informed of the development of events to mark this anniversary.
- This year's Chancellor's Fellows programme had been launched. 24 new exceptional early career Fellows were to be hired through the scheme.
- The University had experienced seven days of strike action by the UCU union between 14 and 22 February, in relation to the national dispute over reforms to the USS pension scheme. The University had worked to minimise impact on students. The CFO provided a summary of recent developments regarding the USS. Members discussed the University's position. The Principal noted that this was unchanged: the University was prepared to pay more to protect pension benefits, within affordable limits, and sought to encourage constructive dialogue on all sides at the national level.
- The University Secretary & Compliance Officer and the Vice Principal provided updates on the University's response to the Covid-19 pandemic. In the context of the announced removal of legal restrictions relating to the pandemic on 21 March, a number of measures in place around the University had changed or were due to change from being mandatory to being advisory. Guidance for the higher education sector on 'living with Covid' was expected to be published soon. Faculties were working with hybrid models of learning and teaching, with scope to increase face-to-face activity, but also the ability to revert to online teaching should this be required. The Principal noted the valuable and constructive engagement of the Student President and his team in addressing the impacts of the pandemic.

Court **noted** the report.

#### **4. Presentation: Trends in the International Recruitment Market**

The Vice Principal and the Head of Recruitment & International Office gave a presentation setting out recent trends in international recruitment and the context for future activity. Topics covered included:

- the scientific, educational, socio-cultural and economic benefits of a diverse international student body;
- the University's systems and infrastructure for managing international recruitment;
- trends in international recruitment and student fee income;
- challenges and opportunities in the external environment;
- the role of the Recruitment & International Office;
- support for applicants during the Covid-19 pandemic;
- key markets;
- the impact of January intakes; and
- the outlook for the next academic year.

It was noted that the University monitored data in order to capture lessons from growing markets and regularly benchmarked against its main competitors. Work was in hand to raise the University's profile in certain markets. It was noted that the University's EU Transition Scholarships had helped to establish the University in certain European markets following the UK's withdrawal from the EU and the consequent change in the fee status of EU students. The University's work with agents was also discussed and noted to make an important contribution to recruitment. The University undertook significant work to ensure agents were well informed and carefully monitored agents' performance and contracted accordingly.

Court **noted** the presentation.

#### **5. Q2 Business Report**

The CFO summarised the core financial elements of the Q2 Business Report and financial forecast.

There had been an improvement to the surplus due to a combination of increased income, driven by January student intakes and reduced costs from targeted mitigating actions across all budget holders. All debt covenants were met with headroom strengthened. Further improvement would be required to achieve budget and to ensure sustained covenant headroom. Over the coming weeks and months, the focus would remain

on the delivery of a balanced budget for the coming academic year, in a period of ongoing uncertainty in the external environment.

Court members welcomed the financial results and noted the University's strong record in delivering budgets. The Principal commended the collaborative efforts of colleagues to achieve this, under the leadership of the Executive Team.

A number of other points were highlighted alongside the core financial elements of the Business Report. These included

- PGR population and intake: These were running below targeted levels for Vision 2025. This was a key area of focus for the Executive Team and Performance Development Group. It was noted that performance in this area was good but that significant further progress was required to meet the University's ambitions.
- Retention: This had improved overall and within the SIMD0-20 and SIMD20-40 populations.
- PGT recruitment: This was an area of significant growth. The significant January intake was expected to become part of business as usual.

Court **noted** the Business Report.

## **6. Strategic Plan 2020-25: mid-year progress report**

The USCO presented a summary of progress in relation to the 16 KPIs in the University's Strategic Plan, Vision 2025. For two of the KPIs, data were not currently available. Eight of the KPIs were reported to be on track or ahead of milestone targets. Two KPIs were reported as being behind milestone targets: KPI 18 (PGR population) and KPI 11 (Industrial Research Income). Four were reported as being behind milestone targets despite progress.

Members discussed the impacts of the pandemic on industrial research income and noted that Strathclyde's industrial engagement was nevertheless a significant driver of good performance on overall competitively-won research income (KPI 6).

The University's excellent record in relation to Widening Access, as indicated in KPI 1, was noted in subsequent discussion. It was noted that Strathclyde had engaged with other universities and with the Scottish Funding Council in order to disseminate good practice in this area.

Court **noted** the report.

## **Items for formal approval**

### **7. Appointment of Acting University Secretary**

Court **approved** the appointment of the Director of Human Resources as Acting University Secretary for the period between the retirement of the University Secretary & Compliance Officer and the engagement of a new University Secretary.

### **8. Extension of Treasurer's term of office**

Court **approved** the extension of the current Treasurer's term of office for one year, on the recommendation of Court Membership Group.

### **9. Convener's Actions:**

- **Amendments to the Ordinances: Senior Officer positions**

Court **homologated** the Convener's approval of changes to the Ordinances to establish the Senior Officer roles of University Secretary and University Compliance Officer.

- **Membership of Remuneration Committee**

Court **homologated** the Convener's approval of the appointment of Melfort Campbell to Remuneration Committee.

- **University Hospital Status for NHS Golden Jubilee**

Court **homologated** the Convener's approval for establishment of 'University Hospital' status for NHS Golden Jubilee, on the basis of the existing strategic partnership.

### **Items for information**

#### **10. Counter Terrorism and Security Act (2015): Annual Update**

Court **noted** the Annual Prevent Report, which set out action taken to address the duties placed upon the University by the Counter Terrorism and Security Act (2015).

#### **11. Key Court dates 2022/23**

### **Committee Reports**

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

#### **12. Executive Team**

#### **13. Senate**

#### **14. Court Business Group**

#### **15. Audit & Risk Committee**

#### **16. Staff Committee**

#### **17. Enterprise and Investment Committee**

#### **18. AOB**

It was noted that Fraser Livingston, a former Convener of Court, had passed away. Court's sadness at this and gratitude for his service to the University were formally noted. It had been observed at a recent memorial service that the University had been an important and valued part of Mr Livingston's life.

The Convener noted that the University Secretary & Compliance Officer, Dr Veena O'Halloran, would be retiring following this meeting and thanked her for her exceptional contribution to Court, to the University and, over the course of her career, to the Scottish higher education sector.

### **Date of next meeting**

- 3 May 2022

***DW, 7 March 2022***

**Project MERLIN**  
**[RESERVED ITEMS]**

## Technology and Innovation Zone Expansion

### Background

1. Phase 1: 2014 – 2020 of the Technology and Innovation Zone developed from a brownfield site to a globally important innovation zone in 5 years, a key driver of regeneration in the central east-end of Glasgow, driving growth of industrial research and innovation collaboration and funding.
2. The Technology and Innovation Zone located in the heart of the University of Strathclyde's city centre campus and the Glasgow City Innovation District (GCID) is an internationally recognised Innovation Ecosystem that has catalysed a unique concentration of intermediate technology organisations, including:
  - a) 4 Scottish Innovation Centres (The Data Lab, Digital Health & Care, CENSIS and IBiolC);
  - b) 5 UK Catapults (Offshore Renewable Energy, Space Applications, Connected Places, Energy Systems and High Value Manufacturing);
  - c) the UK's only Fraunhofer Institute (Centre for Applied Photonics);
  - d) 4 UK National Laboratories / PSREs (NPL, NEL, LGC, Dstl);
  - e) key industry research centres (including the Rolls-Royce UTC in Electrical Systems and the Weir Advanced Research Centre); and
  - f) a number of high growth companies (including MSquared and Alter Technologies).
3. All of the above are co-located with over 600 industry-facing researchers. With its sister innovation scale up facility, the National Manufacturing Institute Scotland (located in the Advanced Manufacturing Innovation District Scotland which incorporates the AFRC, MMIC and LMC), they have drawn in over 100 partners, and over £500M of funding into Glasgow. The current Technology and Innovation Centre (TIC) and the Inovo Building are heavily over-subscribed and are now full.
4. Phase 2: 2020-2025, we are seeking to expand our world leading research and innovation hub at the core of GCID. Continuing to develop a vibrant connected environment for collaboration and a global hub for nurturing new start-ups and established businesses. Expanding the hub of progressing, social innovation system delivering engagement and impact including the development of two new buildings phased over 3 years allow scale-up of our successful collaborative model within a supportive policy environment.

### Responding to a changing environment

5. The environment within which the original proposition for expansion of the Technology and Innovation Zone has changed following COVID. The strategic imperative for the project has increased with its alignment with economic recovery policies, the place-based levelling up agenda and the drive for innovation-led and climate responsive interventions that drive socially responsible and inclusive economic growth.
6. However, there have been delays in concluding the funding package due to the impact of COVID on partners and we now face potential upward cost pressures on the current cost envelope for this expansion project resulting from rising inflation, Brexit and the Ukraine crisis.



7. There is now an opportunity to pivot our TIC Zone proposition in order to address these challenges whilst also responding to the Climate Emergency and providing a fitting legacy for the former USSA building on John's Street.

### **Proposed Strategic Direction**

8. **University Led construction of TIC East:** TIC East will be the first building constructed, at a cost of **[RESERVED]** (subject to design and cost finalisation). The University has secured two thirds of the funding through a major donation and its own funds and is looking for the remaining 30% to enable delivery of this project, with focused discussions taking place between Scottish Government (Ministers and Civil Servants) and Scottish Enterprise, as well as with Glasgow City Council and the UK Government.
9. **Creating a USSA Legacy:** A fresh opportunity has emerged to recast the profile of GCID, through the re-envisioning of the old Student's Union Building as a digital, social and entrepreneurial hub that inspires (the 'Digital Hub'), innovates and generates positive impacts within a sustainable yet re-imagined setting. This provides a fitting legacy for a building that has seen Strathclyde's brightest young minds create and innovate in its original informal and inclusive environment. With the recent closure of Tontine, GCID requires a new 'first rung' opportunity for start-ups, and the redeveloped Student Union would provide this
10. **Enabling Ambitious Growth of our Quantum Cluster:** The Quantum Cluster requires specialist facilities that cannot be delivered within TIC East or the old USSA building due to the position of the tunnel for Glasgow's Subway beneath both buildings. Therefore, options are being explored for Quantum that include the refurbishment and reallocation of space within the John Anderson building in order to address critical near-term challenges of lab provision for project delivery, partnership engagement and recruitment through the GTAP. This would constitute Phase I of support for Quantum. An initial options appraisal identified the external Graham Hills Car Park as a strong viable option for longer-term growth of the Quantum Cluster (post Phase I), in terms of being able to address technical challenges and proximity to Cluster members as positioned close to the John Anderson building (University staff and students), TIC (Fraunhofer) and Inovo (MSquared).
11. **TIC West as a Commercial Development:** The University has received unsolicited interest from commercial developers, keen to partner with the University on a Commercial Innovation space. **[RESERVED]** This was originally discounted by the University as an option, however given the current levels of geo-political volatility, it is recommended that funding of TIC West through commercial developers be explored. This form of funding would most likely be through an 'income strip' model, which takes the form of a lease, typically of around 35-50 years, and can be more straightforward to negotiate than funding agreements. **[RESERVED]**

### **Next Steps**

- Continued dialogue with Scottish Government (Ministers and Civil Servants) and Scottish Enterprise, as well as with Glasgow City Council and the UK Government to secure balanced of funding for TIC East.
- Conduct feasibility studies to support Quantum cluster growth and redevelopment of the former Student Union.
- Investigate the development of the TIC West site as a purely commercial venture with Scottish Enterprise and a Commercial Partner.

## **Recommendations**

12. Court is invited to **note** progress made on the Technology and Innovation Centre Expansion Plans.

**University of Strathclyde Students' Association (USSA) Audited Accounts  
2020/21  
[RESERVED ITEM]**

**University of Strathclyde Students' Association (USSA) Updated Articles of  
Association  
[RESERVED ITEM]**

**The Students' Association Articles of Association are available at:**  
<https://www.strathunion.com/about/governance/policy/file/studentvoice/Articles-of-Association/>

**Project Laika**  
**[RESERVED ITEM]**

**Supporting CMAC Growth and Strategic Expansion via Extension of National  
Facility  
[RESERVED ITEM]**

## Amendment to Regulations: Committee Compositions

### Overview

1. Following the retirement of the University Secretary & Compliance Officer (USCO) in March 2022, it was recognised that this role had grown sufficiently to merit its division into two posts. Therefore, following approval by Court, the University appointed two new Senior Officers, a University Secretary and a University Compliance Officer.
2. The USCO played a significant part in the governance arrangements of the University through membership or attendance at several major committees. An exercise has therefore been carried out to update references to the USCO in the Regulations. During this exercise it was noted that the composition of Information Strategy Committee was now out of date, following the arrival of the Chief Digital & Information Officer, and that references remained in the Regulations to some other outdated job titles, such as the Director and Deputy Directors of Student Experience & Enhancement Services (SEES).
3. The committees concerned had continued to function and had revised their compositions appropriately. In these cases, therefore, the present process is one of completing formal governance processes, to ensure that current arrangements are approved by Court and that the central Regulations are up to date.

### Proposed amendments

4. The following committee compositions have been amended to update job titles and to incorporate the relevant personnel from new appointments or newly formed entities (such as the two Directorates formed in place of SEES).
  - Executive Team
  - SACSOH
  - Research and Knowledge Exchange Committee
  - Education Strategy Committee
  - Information Strategy Committee
  - Quality Assurance Committee
5. The opportunity has also been taken to make small amendments to committee Terms of Reference, as requested by the relevant committees to better reflect their roles and activities. See, in particular, additions to the listed responsibilities of Research & Knowledge Exchange Committee and Quality Assurance Committee.
6. Two other minor amendments have been made:
  - Regulation 6.4.9 – a reference to Registry has been updated to Student Business
  - Regulation 7.1.4 – an erroneous Ordinance number has been corrected
7. The proposed amendments are all shown in tracked changes in Appendix A.

### Recommendations

8. Court is invited to **approve** the proposed amendments to Regulations as shown in Appendix A.

## Regulations

## 1 CONSTITUTIONAL REGULATIONS

1.1 Executive Team*Terms of Reference*

- 1.1.1 The Executive Team is responsible for providing recommendations on the overall strategic direction for the University, for considering all major initiatives emerging and the resources required to support them, and for proposing these to the Senate and the Court as appropriate for final approval.

In particular the Executive Team is responsible for

- (a) developing the overall strategic direction of the University, taking account of the resources at its disposal and the need to ensure sustainability in all aspects of University business, and making proposals on these, as appropriate, to the Senate and to Court for final approval;
- (b) considering policy proposals on the University budget, on resource allocation priorities, on physical development, on employment and any other University business, for onward transmission and decision at the Court;
- (c) considering policy proposals on the teaching, research and academic development and on the academic priorities of the University, and on any other matter within the remit of the Senate – including, specifically, recommendations on University ceremonies and the award of honorary degrees, and for recommending these to the Senate for final approval;
- (d) considering all major initiatives emerging from both within and outwith the University and whether or not these should be pursued, taking account of the fit with the overall University strategy, the resources required to support them, their sustainability and the overall priority to be attached to them;
- (e) engaging with the Court Business Group in order to consider key proposals emerging within the University before they are forwarded to the Court for consideration and approval;
- (f) developing and maintaining a Strategic Investment Framework embracing a holistic approach to the development of major initiatives across the University, taking account of the resources required to support these, including staff, funding, information technology and estates, and also, in a similar approach, considering areas of disinvestment and proposing these to the Court for approval;
- (g) monitoring the implementation of these major strategic developments and regularly reviewing the overall University strategy to ensure that it remains relevant and sustainable.

*Composition*

- 1.1.2 The Executive Team will be composed of:

- (a) The Principal *ex officio* (Convener)
- (b) The Vice-Principal *ex officio*
- (c) The Associate Principal & Executive Dean of each Faculty *ex officio*
- (d) The Chief Commercial Officer *ex officio*
- (e) The Chief Financial Officer *ex officio*
- (f) The Chief Digital and Information Officer *ex officio*
- (g) The Associate Principal(s) *ex officio*
- (h) The University Secretary *ex officio*
- (i) The University Compliance Officer *ex officio*
- (j) The Director of Human Resources *ex officio*
- (k) The Director of Strategy & Policy Planning *ex officio*



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## **1.2 Committees of Court**

### **Statutory Advisory Committee on Safety and Occupational Health**

#### *Terms of Reference*

- 1.2.5 SACSOH meets three times per year to fulfil its remit and carry out the following:
- (a) Provide a mechanism for the effective consultation with all staff through the Trade Union Health and Safety representatives on matters affecting their health, safety and wellbeing;
  - (b) Ensure that a suitable health and safety management structure is in place within the University, to maximise the protection of the health, safety and security of all staff, students, visitors and contractors and to ensure legislative compliance;
  - (c) Plan and report to the Committee on progress in relation to safety, health and wellbeing objectives and priorities;
  - (d) Review and approve all corporate OHS written arrangements, including the OHSaW Policy and associated written standards and supporting documentation;
  - (e) Monitor the implementation and operation of the University's Occupational Health, Safety and Wellbeing Policy statement and management arrangements, to ensure the key risks are identified, and appropriate control measures are in place via reports from:
    - 1. Executive Officers;
    - 2. The Head of Occupational Health, Safety and Wellbeing;
    - 3. The Director of Estate Services;
    - 4. The Head of Security Services;
    - 5. The Director of Human Resources;
    - 6. The Director of Student Experience
    - 7. Each of the Faculty/Professional Services Representatives relating to matters escalated from departmental safety committees in their area;
    - 8. The President of Strath Union.
  - (f) Consider any findings following health and safety inspections of the workplace and any investigations of accidents, incidents, ill health, cases of occupational disease or dangerous occurrences undertaken by Trade Union representatives;
  - (g) Consider reports from the Health and Safety Executive and other relevant enforcement authorities;
  - (h) Consider safety, health and wellbeing matters raised by the Executive Team where appropriate;
  - (i) Review the provision of health and safety training for staff;
  - (j) Monitor and review the 3-year rolling OHS Audit Programme;
  - (k) Report to the University Court on the activities of the Committee, the effectiveness of the occupational health and safety management system, and actions to ensure its continual improvement.
- 1.2.6 *Duties of SACSOH members are as follows:*
- (l) All nominated members attend the committee meetings or send a suitable nominated representative.
  - (m) Provide reports to the Committee on agenda items as appropriate.
  - (n) Report to the Committee on annual plans, priorities and objectives; updating the Committee on progress at each meeting.

- (o) Communicate relevant committee matters to other interested stakeholders as appropriate.
- (p) Actively participate in suitable training for the role of committee member.
- (q) Report any serious matters of concern to the Committee for the purposes of consultation.

#### 1.2.7 Organisation

- (r) The University publishes the meeting dates on an annual basis in advance of the first meeting of the new meeting cycle in September of each year.
- (s) Meetings should not be cancelled or postponed except in exceptional circumstances, when the rearranged date should be announced as soon as possible.
- (t) A meeting agenda, draft minutes and committee papers are made available on the SACSOH SharePoint site 7 days in advance of the next committee meeting.
- (u) Responsibility for meeting arrangements and facilitation, as well as recording minutes and distributing committee papers lies with the SACSOH Committee Manager.
- (v) Draft minutes of each meeting are agreed with the Chair of the Committee before circulating to committee members no later than 21 days after the date of each meeting.
- (w) Terms of Reference, as defined by the USCO, are reviewed and approved by SACSOH on an annual basis.
- (x) The Committee is quorate with 5 members present, i.e. the Chair of the Committee (or their nominated representative), two management representatives and two representatives for staff/students.

#### Composition

#### 1.2.8 The Constitution of the Committee is as follows:

- (a) A lay member of Court (appointed by Court), who shall be the Chair of the Committee;
- (b) Ex-Officio Members: The University ~~Secretary and~~ Compliance Officer (in their absence a member of the University Executive Team, as nominated by the USCO), Head of SHaW and the Health and Safety Manager.
- (c) Faculty and Professional Services Representatives: One representative nominated by the Executive Dean of each Faculty and one representative for Professional Services nominated by the USCO.
- (d) Trade Union Representatives: One representative nominated by each of the University's recognised Trade Unions (UCU, Unison and Unite).
- (e) Management Representatives: Executive Officers, the Director of Human Resources, the Director of Estate Services, the Director of Student Experience and the Head of Security Services (or their nominated representative).
- (f) A Student Representative: One representative from Strath Union, is nominated. This will normally be the President of Strath Union, who remains a member of the Committee for the length of their term in office.
- (g) Co-opted members: Such other members that the Convener may wish to co-opt because of their expertise, either members of Court or individuals external to the University.
- (h) Other individuals: Persons from within or out with the University may be invited to attend or support the work of the Committee as required by the Chair. This currently includes the Chief Executive of Strath Union, or nominee.
- (i) Secretary to the Committee: The Committee Chair appoints a Committee Manager to act in this role.

### **1.3 Main Strategic and Compliance Committees**

#### **Research and Knowledge Exchange Committee**

##### *Terms of Reference*

- 1.3.6 The Research and Knowledge Exchange Committee (RKEC) is responsible for oversight of strategy and policy, and monitoring of their implementation, to ensure efficacy and performance enhancement in research, knowledge exchange, and innovation activity across the University, as aligned with delivery of the University's Strategic Plan and the targets therein.

RKEC is responsible for:

- (a) strategy and policy for research, knowledge exchange, and innovation activity, and for proposing this to the Executive Team in alignment with the delivery of the University's Strategic Plan;
- (b) monitoring the implementation of the University Strategy, tracking key university targets for R&KE, and considering a broader range of indicators of successful R&KE activity, including international activity, development of our research community, our enterprise and innovation activity, and our broader reputation;
- (c) stimulating the creation of strategic relationships for the institution, nationally and internationally, with appropriate academic, policy, and industrial organisations;
- (d) ensuring that guidance and codes of practice for staff and students within the areas of R&KE meet the University's needs, follow best practice, and are aligned to guidance of government, research councils, and other key stakeholders;
- (e) ensuring the University complies with concordats and agreements entered into with regards to research and knowledge exchange; and
- (f) formally overseeing the policy for the formation of a spin-out company, and more broadly the policy for commercialisation of the University's intellectual property; and
- (f)(g) developing and implementing strategic projects in support of research and knowledge exchange.

##### *Composition*

- 1.3.7 The Committee will be composed of:

- (a) Associate Principal Research and Knowledge Exchange (Convenor)
- (b) Deputy Associate ~~Deputy~~ Principals Research and Knowledge Exchange ex officio ~~(with one undertaking the role of Convenor)~~
- ~~(c) Associate Deputy Principal Learning and Teaching ex officio~~
- ~~(d) Chief Commercial Officer ex officio~~
- ~~(e)(c)~~ Director of Research and Knowledge Exchange Services (RKES) ex officio
- ~~(f)(d)~~ Deputy Assistant Director, Research and Knowledge Exchange Services (RKES) ex officio
- ~~(g)(e)~~ Research Policy Manager ~~Head of Research Development~~ (RKES) ex officio
- (f) The Principal ex officio
- (g) Director of Industry & Innovation Engagement (IIE) ex officio
- (h) Director of Strathclyde Doctoral School (SDS) ex officio
- (i) PhD Student representative
- (j) Research Staff representative
- (k) Vice Deans of Research and Knowledge Exchange ex officio

~~(k)(l)~~ **Organisational and Staff Development Unit (OSDU) Manager ex officio**

~~(j)(m)~~ Such other members as the Committee may wish to co-opt because of their expertise

### **Education Strategy Committee**

#### *Terms of Reference*

- 1.3.8 Education Strategy Committee is responsible for Education to the University Senate, Court and the Executive Team. The Education Strategy Committee, established by the delegation of Senate, is strategic in outlook, providing a forum to facilitate and encourage the development of academic strategy and discuss and promote academic developments, whether internally driven or externally. It has the primary responsibility and accountability for Education to the University Senate, Court and the Executive Team.

In particular the Committee is responsible for

- (a) Reviewing and updating the Education Strategy.
- (b) Setting priorities for deliverables within Education Strategy for the year.
- (c) Reviewing and responding appropriately to external initiatives and developments.
- (d) Overall responsibility for delivery of the strategy through the other committees and groups.
- (e) Development and delivery of the Learning Enhancement Framework.
- (f) Approval and endorsement of education policies.

#### *Composition*

- 1.3.9 The Committee will be composed of:

- (a) Vice Principal (Convener)
- (b) Two Deputy Associate Principals Learning and Teaching ex officio
- (c) Four Vice-Deans (Academic) ex officio
- (d) One member of the Senate appointed by the Senate
- (e) President Students' Association
- (f) Vice President Education, Students' Association
- ~~(g) Director of Student Experience and Enhancement Services ex officio (SEES)~~
- ~~(h)(g) Deputy Director of Student Experience (SEES)~~
- ~~(i)(h) Deputy Director of Education Enhancement (SEES)~~

### **Information Strategy Committee**

#### *Terms of Reference*

- 1.3.10 Reporting to the Executive Team, the Information Strategy Committee is responsible for all matters of corporate information strategy and for ensuring that the strategic direction of all information resources within the University are consistent with the institution's strategic ambitions. Accordingly, the University's information strategy and resources will aim to directly enhance performance and outcomes relating to teaching, learning, research, knowledge exchange, and student experience.

The Committee is responsible for:

- (a) The development, implementation, and review of a Corporate Information Strategy that is progressive in its aims, sustainable, and consistent with the overall University strategy, and for proposing this to the Executive Team to ensure consistency with the wider strategic investment frameworks

- (b) The strategic oversight and prioritisation of corporate information needs and proposing these to the Executive Team for approval, including planning budgets for the related projects
- (c) The strategic oversight of the deployment of information resources across the University to ensure opportunities to improve both strategic delivery and operational effectiveness and increase value for money of information services provision are harnessed to the fullest potential
- (d) Ensuring compliance with any legislative or professional requirements relating to information resources and their use
- (e) Engaging with sector-wide initiatives and benchmarking the University's strategy, policies, and practices nationally and internationally.
- (f) The Committee will establish such sub-committees as deemed necessary by the Convener and Committee.

### *Composition*

1.3.11 The Committee will be composed of:

- (a) Chief Digital and Information Officer (Convener)
- ~~(a)(b)~~ The Chief Financial Officer ~~(Convener)~~
- (c) University Compliance Officer
- ~~(b) The University Secretary~~
- ~~(c)(d)~~ The Director of Information Services
- (e) Convener of Sub-Committee(s)
- ~~(d)(f)~~ Associate Principal & Executive Dean of each Faculty
- (g) Director of Continuous Improvement
- (h) Director of Strategic Planning
- (i) Deputy Director Information Services & Head of IT Services
- (j) Head of Programme Management Office
- ~~(e) Convener of the Estates Committee~~
- ~~(f)(k)~~ Representation from the University of Strathclyde's Students' Association
- ~~(g)(l)~~ Additional expertise co-opted by the Convener as required

### **Quality Assurance Committee**

#### *Terms of Reference*

1.3.12 The Quality Assurance Committee has responsibility for the operational delivery of the education strategy and reports to the Education Strategy Committee on progress within key prioritised areas.

In particular the Committee is responsible for

- (a) NSS and other student-experience surveys
- (b) Examination monitoring
- (c) Progress and awards
- (d) External Examiners' Reports
- (e) Faculty Annual Reports: Quality Assurance and Enhancement
- (f) Partnerships, joint awards, etc, with other institutions, UK and overseas
- (g) Departmental-Institution-led Reviews
- (h) Monitoring of student appeals and discipline and effectiveness of process(es)
- (i) Ordinances and Regulations
- (j) External reporting e.g. to the QAA
- (k) Oversight of Updates to the University's Regulatory Framework ~~through the Ordinances and Regulations Working Group~~
- (l) Education Risk Register
- (m) Oversight of the University's partnership with International Study Centre (ISC)

(n) Recommend for approval, implementation, monitoring and evaluation of academic policies

(n)(o) Ratifying decisions made by the Boards of Study in relation to the creation and amendment of student prizes

#### *Composition*

1.3.13 The Committee will be composed of:

- (a) Deputy Associate Principal Learning and Teaching ex officio (Convener)
- (b) Convener of LEC
- (c) Four Vice-Deans (Academic) ex officio
- (d) One member of Senate appointed by the Senate
- (e) Two students appointed by the Students' Association
- (f) Assistant Faculty Managers (or ~~nominee~~equivalent) ex officio
- (g) Two or Three Professional Services Managers
- ~~(h) Convener of O&R Working Group~~

#### **General Regulations**

6.4.9 Students must notify Registry Student Business immediately of any change in their in-term or out-of-term addresses. The University will use these addresses for official communications, including examination results, and cannot be held responsible for non-delivery where a change of address is not notified.

## **7 FEES**

### **7.1 Payment of Fees**

7.1.4 It should be noted that under Ordinance 3.5.6 no degrees, diplomas or certificates may be conferred upon persons unless they have paid the fees prescribed and any other sums due to the University.

## **Executive Team Report to Court**

The Executive Team (ET) met on 22 February, 8 and 22 March and 5 April 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 or the Acting University Secretary, 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 received regular updates on industrial relations.

### **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. Budget 2022-2023**

ET received and discussed an overview of the Budget 2022-2023 process and its context, led by the Chief Financial Officer (CFO).

### **7. Corporate Risk Register**

ET reviewed and commented on the University's Corporate Risk Register and agreed changes from its previous iteration.

### **8. Risk Appetite**

ET received an overview of work led by the University's Risk Appetite short-life working group and reviewed the Risk Management Framework. ET discussed the revised risk categories, the approach to risk appetite and the risk appetite range that had been previously agreed by ET and endorsed the direction of travel.

### **9. Modern Slavery and Human Trafficking Statement**

ET approved the Modern Slavery and Human Trafficking Statement.

### **10. Update: Returning to Campus**

The Acting University Secretary delivered a presentation to ET on staff returning to campus in the context of all Covid-19 restrictions being lifted in Scotland on 21 March and Scottish Government guidance for employers to pursue hybrid models of working.

**11. Recruitment and International Office (RIO): Proposal to resume international travel**

ET reviewed and approved a request for RIO staff to resume international travel relating to student recruitment, from 9 March 2022.

**12. Position Statement – Campus Based Learning and Teaching for Academic Year 2022-2023**

ET considered and endorsed a Position Statement for campus-based Learning & Teaching for Academic Year 2022/23.

**13. MERLIN Project**

The Chief Commercial Officer (CCO) outlined the investment case for the MERLIN (Mobility, Electrification and Lightweighting @ Inchinnan) project. Noting that Court's approval would be required in line with the Schedule of Delegated Authority, ET approved the progression of the MERLIN Project to proceed through detailed design and, in principle, agreed funding up to a maximum of **[RESERVED]** for refurbishment of the Inchinnan facility.

**14. Trusted Research - Update**

ET received an update on progress in activities under the umbrella of Trusted Research.

**15. Technology and Innovation Centre (TIC) Building: Strategic Space Planning Proposal**

ET considered a strategic space planning proposal for the TIC Building and agreed the establishment of a Working Group that would report back to ET on recommendations for implementation.

**16. Business Case - Supporting CMAC Growth and Strategic Expansion**

ET considered and approved the business case for investment **[RESERVED]** over the next two years. In line with the Schedule of Delegated Authority, the business case would be presented to the University's Estates Committee and thereafter to Court for final approval.

**17. Project Laika – Collaborative R&D Investment**

The CCO updated ET on an opportunity that had arisen for the University to host a collaborative R&D facility with grant support from Scottish Enterprise. After discussion, ET approved the selected procurement route and conclusion of contract negotiations, subject to satisfactory completion of due diligence.

**18. PhD Examiner Fees**

ET received an update on PhD examiner fees and noted that an increase in fees had been approved by the CFO on the basis of discussions at Performance Development Group (PDG) meetings.

**19. Draft Court Agenda**

ET approved the draft Court agenda for transmission to Court Business Group.

**20. TIC Zone Development within the Glasgow City Innovation District**

The CCO outlined recent developments and new proposals in relation to the expansion of the TIC Zone within the Glasgow City Innovation District.



## **21. USSA Financial Statements**

ET noted the USSA Financial Statements for 2020-21.

## **22. USSA Articles of Association**

ET **recommended that Court approve** the revised USSA Articles of Association.

## **23. Strathclyde EU Exit Working and Advisory Group (SEEWAG) – Final report**

ET approved the recommendation to close the SEEWAG group, noting that it could be reconvened in the future if required.

## **24. Research Excellence Framework (REF) – results**

ET received the analysis and communications plan for forthcoming REF results.

## **25. Reports**

ET noted the following reports:

- SFC indicative university funding allocations – AY 2022-23;
- Performance Development Group meeting reports;
- Strathclyde Safe 360 reports;
- Q2 Complaints Handling Report.

## Senate Report to Court

Senate met on 23 March 2022. The fourth meeting of Academic Year 2021-22 was conducted entirely via Zoom.

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

### **FOR APPROVAL**

Senate invites Court to **approve** the following Awards for inclusion in the Ordinances of the University following review by the New Awards Recommendation Group (NARG) and endorsement at Senate on 23 March 2022:

- i. The Professional Doctorate
- ii. The Graduate Certificate

Senate invites Court to **approve** the following Award for inclusion in the Ordinances of the University following review by NARG and previous endorsement by Senate on 13 December 1995:

- iii. The Open Studies Certificate

### **FOR NOTING**

Senate invites Court to **note** the following items considered by Senate on 23 March 2022.

#### **1. Report from Senate Business Committee**

Senate Business Committee noted that, since the last meeting of Senate on 26 January 2022 the CPA subgroup had processed seven agreements, three of which are new partnerships. Senate was invited to approve two new University-wide Study Abroad agreements, with Ecole Nationale Supérieure d'Arts et métiers (ENSAM) and Arcadia University.

Senate Business Committee noted the report from the New Awards Recommendation Group and in particular the awards submitted for Senate endorsement or noting, ahead of submission to Court for approval and adding to the list of awards in the Ordinances of the University.

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

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

- i. An amendment to the University's Undergraduate and Integrated Masters Regulations in relation to Motivational Merits/Distinctions to align them with the [University's Policy on Motivational Merit & Distinction](#).
- ii. Renewal of an existing collaborative agreement with the Bahrain Institute of Banking and Finance.

#### **2. Principal's Report**

The Principal updated Senate on several matters of interest including:

- A series of events that are welcoming back the classes of 2020 and 2021 to celebrate their graduations has been taking place. The 22 events are taking place at the Barony Hall until 1 April. Around 4,000 students are due to attend the celebration ceremonies.
- Strathclyde won the Collaboration in Net Zero category at the Centre for Engineering Education and Development's (CeeD) Industry Awards. At the same ceremony Professor Bill Ion, formerly of Design, Manufacturing & Engineering Management, received the Peer Recognition Award, in acknowledgement of his work in engineering education.
- The Principal presented the fourth STELAR Awards (Strathclyde Executive Leadership Awards), recognising high-achieving alumni and the contribution members of our global alumni network make through their leadership roles in business, industry and the public sector
- Five further days of strike action by members of the University and Colleges Union (UCU) took place between Monday 21 March and Friday 25 March. The Principal thanked colleagues in academic departments and professional services who were working hard to ensure that any disruption to students is minimal.
- The Principal welcomed new staff members to the University, namely: Gillian Docherty as Chief Commercial Officer; Wesley Rennison as Director of Strategic Planning; and, Charlotte Cannon who has been appointed as the Director of the Safety, Health and Wellbeing Directorate.
- Senators were informed that more than 700 international students have joined the University this year in the January intake for MSc study.
- The University celebrated International Women's Day on 8<sup>th</sup> March by hosting a Strathclyde Women's Week. The week of events was an opportunity for all members of the Strathclyde community to celebrate the achievements of women across the University in teaching, research, professional services and operational roles.

### **3. Substantive Items of Business**

Senate welcomed presentations on the following items:

- i. The Deputy Associate Principal (Learning and Teaching) presented Senate with updates on continuing and ongoing activity related to e-FIRST (education-Future Innovation and Reflection on Strathclyde Teaching), the 2022 National Student Survey (NSS 2022) and campus-based learning and teaching for Academic Year 2022/23. Senators were also informed of preparations underway in planning for the formal assessment period, taking place from 19<sup>th</sup> April to 20<sup>th</sup> May, noting that this will be predominantly online with some on-campus assessment where appropriate.
- ii. The StrathUnion President reported that the student elections have taken place and that a new student executive team will take office on 1<sup>st</sup> July 2022. Students are keen to return to campus and a new normality. The impact on students from the industrial action was highlighted with the President noting that Strath Union hoped that the University would continue to be supportive of students' circumstances during this period of disruption.

The Principal congratulated the Student Executive team and Manish Joshi, the StrathUnion Chief Executive Officer for the professional and collegiate manner in which they have managed this academic year.

- iii. The Vice Principal updated Senate on overseas recruitment for AY 2021-22 noting that the University has received approx. **[RESERVED]** applications from overseas students, which is on a par with the number of applications received in AY 2019-20 (pre-pandemic) and a very positive recovery.

The University Chief Financial Officer presented Senate with a Quarter 2 Forecast update, noting the following key income variances: SFC grants **[RESERVED]** lower mainly due to a reduction in earmarked grants; tuition fees improvement resulting from additional January intakes; and, other income reflects higher income from Knowledge Exchange **[RESERVED]** including KTSG/ consultancy **[RESERVED]** and Erasmus/Turing **[RESERVED]**.

#### **4. Reserved Business**

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

#### **5. Strategic Presentations**

Following the Business meeting of Senate, the Principal invited presentations from: the Head of Access, Equality and Inclusion on the implementation of the [Gender-Based Violence Policy](#), following its approval at the January meeting of Senate; and, presentations from the Deputy Associate Principal (Learning and Teaching), the Deputy Head of Education Enhancement, the Head of Online Learning and the Head of Department Management Science, on the theme of Technology-enabled Engagement. Senators found these presentations to be interesting and informative.

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

## **Court Business Group Report to Court**

**The following items were discussed by Court Business Group (CBG) on 19 April 2022 and are provided here for Court to note.**

### **1. Budget setting: context and process**

The Chief Financial Officer (CFO) updated CBG on the on-going process to develop the budget for the coming academic year. It was noted that the global context had brought increased risk in general and an expectation of notable inflation. The University was seeking to increase headroom on its debt covenants and would pursue careful management of costs. The currently available data showed strong student recruitment. Established methodologies were to be employed to model income and expenditure, taking account of enhanced cost control measures. Income was being modelled on the basis of normal activity, in the context of the national withdrawal of restrictions relating to the Covid-19 pandemic.

### **2. Project MERLIN**

CBG received an update on proposals to expand activities in the Advanced Manufacturing Innovation District, taking advantage of the synergies between a number of existing grants and new opportunities to create a new facility that would boost innovation in priority areas for the University and for government. A number of positive developments in this on-going work were reported and it was noted that Court would receive a full report.

### **3. TIC Zone in the Glasgow City Innovation District**

CBG received an update on the development of the TIC Zone, including proposed feasibility studies for new initiatives that would allow an expansion of activity beyond the planned TIC East and TIC West developments. It was noted that Glasgow City Council remained warmly supportive of the TIC Zone development and that the project held significant potential for post-pandemic recovery and regeneration of the local area. It was noted that connections had also been made with other redevelopment and regeneration projects in the city centre.

### **4. Collaborative R&D investment opportunity**

CBG was informed of a significant opportunity to enter into a new research and development relationship with an industrial partner. The proposal was subject to continuing due diligence work. Court would be provided with a detailed presentation.

### **5. University of Strathclyde Students' Association (USSA) Audited Accounts 2020/21 and Updated Articles of Association**

CBG received the Students' Association's accounts for the previous financial year. It was noted that both income and expenditure had been affected by the pandemic. The accounts showed an overall surplus and the organisation's cash position was strong. The CFO commended the accounts and noted that they reflected good stewardship of the Association in a difficult context. Future prospects for its commercial operations were positive, in particular in relation to opportunities created by relocation to the Learning & Teaching Building.

### **6. Draft Court agenda, including strategy session agenda**

CBG approved the agenda.

## **Court Membership Group Report to Court**

**The following matters were discussed by Court Membership Group (CMG) on 19 April 2022.**

### **1. Appointment of a lay member of Court**

Court Membership Group (CMG) received a report on the lay member recruitment process that had been conducted by a panel of senior members of Court under authority previously delegated by CMG.

Prior to this process, an analysis of Court's skills needs had identified finance skills as the highest priority for the current recruitment round. Three candidates with relevant finance qualifications, skills and experience had been shortlisted and interviewed. From among these, Fiona Salzen had been selected as the preferred candidate for appointment to Court. CMG endorsed the panel's decision and, therefore, **recommended that Court approve** the appointment of Fiona Salzen as a lay member of Court, to commence on 1 August 2022 for the standard one-year initial term of office.

### **2. Future skills needs**

CMG also discussed Court's recruitment needs for the academic year 2023/24. It was noted that one priority area would be strategic HR, bearing in mind the retirement from Court of the current Senior Deputy Convener in summer 2022. In the meantime, Court and the University would draw more actively on the significant relevant skills and experience among other existing members of Court and its committees.

**Court Membership Group  
Annex  
[RESERVED ITEM]**

## **Report to Court from Audit & Risk Committee**

**The Audit & Risk Committee met on 17 March 2022. The following items were discussed by the Audit & Risk Committee and are provided here for Court to note:**

### **1. National Manufacturing Institute Scotland**

The NMIS Executive Chair and COO introduced NMIS, the background to its development, an overview of its work and networks and the related risks and mitigations in place. NMIS was a group of industry-led manufacturing R&D facilities where research, industry and the public sector worked together to transform skills, productivity and innovation to attract investment and make Scotland a global leader in advanced manufacturing. It had built on the success of the Advanced Forming Research Centre (AFRC).

The creation of NMIS had increased the reach and variety of projects beyond the initial scope of the AFRC. Almost all of the risks identified in the original NMIS business case had materialised in some form but, the diversification enabled by the various centres and ongoing development of the work of each, had enabled the Group to avoid significant impact from the effects that the pandemic, environmental issues and war in Ukraine had had on many of its partners. Conversely, the risks and challenges had provided significant opportunities in areas such as decarbonisation, the use of hydrogen in heating, hydrogen embrittlement, Offshore Renewable Energy, Digitisation, Remanufacturing, Defence and Shipbuilding, Automation and skills training.

Although the work of NMIS, at sites across Scotland, was well underway, its iconic Head Quarters building was currently under construction with a planned opening in Autumn of 2022. This would encompass a Digital Factory, Manufacturing Skills Academy and collaboration space and would offer the opportunity to engage further with the local community.

### **2. Risk Appetite**

ET had agreed to a format of risk appetite statements that were in a concise layout describing the risk appetites associated with each of the University's risk categories along with related parameters. A benchmarking exercise had been undertaken of the various approaches used and this approach had been considered the best format. Members discussed ET's approach, the risk appetite statements and risk summary matrix.

### **3. Review of Corporate Risk Register**

The Corporate Risk Register (CRR) had last been formally reviewed before the Russian invasion of Ukraine. The ongoing situation was fluid and monitoring was ongoing to establish the effects on areas such as student recruitment.

Risk descriptors had been reviewed and adjusted and consideration given to the removal of the risks relating to leaving the EU and Operational Excellence, the latter due to its local and operational focus. Both risks had been retained as they still had strategic relevance. Two risks had seen a decrease in their ratings. Global Engagement, Risk No.1, was still sitting within the 'high risk' rating category, but Outstanding Student Experience, Risk No. 5, was now positioned in the medium category.

In the ensuing discussion the following points were made:



- The University had little exposure to Russian markets and was not anticipating a significant impact from the sanctions currently being imposed on Russia. Support had been offered to students from the affected region;
- The University expected to continue, for the foreseeable future, in transition towards a new, more settled operational model which would be different to the pre-pandemic model;
- Financial Sustainability risk profile was stabilising but the external environment remained fluid and the risk rating remained static. The anticipated significant reduction in overseas students had not materialised. There was a slight concern regarding public funding but Strathclyde was less dependent on this than some other institutions;
- Members felt that the University did not always take full credit for what was being achieved such as the full range of strategies in place to mitigate the risk to Operational Excellence.

The Committee **endorsed** the University's top risks and mitigating actions for onward transmission to Court noting that a further review of the register and mitigating actions was ongoing.

#### **4. Internal Audit**

##### **i) IAS Activity Report**

The Committee noted the progress against the delivery of the Audit Plan for the current academic year. In addition to the Management Action Update Report, IAS had completed 4 reviews since the last Activity Report:

- GDPR Post Brexit: Relating to the European Commission's adequacy decision affecting transfers of personal data from EEA countries to the UK. IAS were satisfied that all relevant updates had been made. One minor housekeeping point was raised and immediately addressed.
- TRAC / TRAC(T) – see below
- Severance Payments: IAS reviewed the full listing of severance payments made in the calendar year 2021 and conducted detailed testing of the entire population. IAS noted that all severance payments followed due process.
- Gifts and Hospitality: The pandemic restrictions had greatly diminished opportunities for hospitality acceptance by University staff and senior officers in 2021. There were no significant matters arising from the IAS review.

Stakeholder interviews, to inform the planning process for the development of the 2022/23 Internal Audit Plan, had begun. A draft plan would be shared with Audit & Risk Committee Members prior to the May Committee Meeting.

The SFC Outcome Agreement KPIs review had been postponed as reform of the SFC requirements was expected for 2022/23. The Review of Agile Working would also be postponed until the following session as there had not been sufficient opportunity to date to fully implement agile working. The time freed up by these postponements would be used to ensure appropriate challenge on the HR Payroll Project. This did not reflect any concerns about the Project but simply a wish to monitor progress rather than review retrospectively.

##### **ii) IAS Management Action Update Report**

The Head of IAS noted that, since the last Management Action Update report, 27 recommendations had been implemented and 27 new ones added. There were 96 outstanding recommendations, 34 (35%) of which were not yet due. The percentage of overdue management actions had now reached

65% (compared to 35% pre pandemic) and the status of the 6 outstanding recommendations (2 high risk and 4 medium risk), due for completion by the end of March, would be reported to the May meeting of ARC. In addition, a return to the pre pandemic clearance rates was discussed.

There were 4 outstanding high-risk actions overdue at the end of February 2022. It was noted that the continued response to the pandemic was diverting resource from the Risk and Resilience Manager who was also acting Head of Safety, Health and Wellbeing. Some of this pressure would be relieved when the new Director of Safety & Wellbeing took up their post in summer 2022.

## **5. TRAC Return 2020-21**

The CFO presented summary information on the University's TRAC Return for 2020-21, noting that the 2020/21 TRAC guidance had amended the requirements for approval of the TRAC return. It was no longer a requirement for a Committee of the governing body to be part of the process for approving and submitting the TRAC return. The 2020/21 TRAC Return had been reviewed and approved by the Full Economic Costing Working Group (FECWG) and signed off by the Principal as the Accountable Officer.

The revised guidance required a Committee of the governing body to be responsible for ensuring that the process, used to produce the TRAC return, complied with the TRAC requirements. To assist ARC in assessing the process the TRAC requirements were set out in the paper along with detail on compliance with these requirements and a detailed review of TRAC compliance had been undertaken by IAS. No concerns had been highlighted by the process or the review.

The Audit & Risk Committee **approved** the TRAC process used to produce the TRAC return. It was acknowledged that, in approving the process, ARC relied on the quality of the underlying systems producing the required information and the overall review of the return (including the review by IAS).

**Enterprise & Investment Committee**  
**[RESERVED ITEM]**

## Report to Court from Estates Committee

The Estates Committee met on 8 March 2022 and the following items were among those discussed:

### For Noting by Court:

#### 1. Estates Committee

The Convenor advised the Committee of plans to review and tailor the structure of the Committee. The Committee had operated in its current format for seven years and it was felt that the time was right to examine where adjustments might be appropriate. It was noted that a small sub-group comprising the Principal, the Vice Principal and the Director of Estates Services would examine proposals to divide the remit of the Committee, retaining its strategic element as at present, while creating an additional group to oversee the operational delivery. This latter group would be responsible for monitoring operational progress on projects in a more detailed way and would report to the Strategic Group.

It was reported that the sub-group would meet for discussions during the summer recess.

#### 2. TIC Zone Update

Dr Olga Kozlova, the University's Director of Innovation and Industry Engagement, provided a presentation on the TIC zone expansion, a development which forms part of the wider GCID. Over the preceding eight years, investment in the TIC, coupled with the purchase of the Inovo facility, has meant that over £100M has been invested in this area, transforming a previous brownfield site and creating industrial research and innovation opportunities, a vibrant model of industry clusters that is a magnet for innovation centres and a strong international conference business.

The TIC zone has been a catalyst for additional investment in Glasgow City Centre, as illustrated by the extensive list of industry partners. Additionally, there is continuing interest from organisations which are keen to collocate, which is why this additional space is now required.

Phase 2 of the TIC Zone would enable expansion of the world leading research and investment hub to provide additional space for new start-ups and established businesses. The buildings themselves will be designed and constructed to energy efficient, high comfort Passivhaus level. Once complete, all four buildings would work together as a single connected zone, offering high quality research space, commercial units for long term lease, an expansion and enhancement of the existing conference and events space within the TIC and a flexible, community engagement space.

Two of the three funding components which will comprise the overall **[RESERVED]** funding package had been secured for TIC East, with **[RESERVED]** coming from the University's resources and the Charles Huang Foundation donation. However, a milestone was approaching in respect of the donation agreement, so options were being explored to secure the final 1/3 of the funding, with discussions ongoing with Scottish Enterprise. Steps had also been taken to raise awareness of the project at Scottish Government level. Committee was advised that the next three months would be critical to securing funding and seeking approval for TIC East

As regards TIC West, other funding options were being explored, with one possible option being that a Joint Venture with a commercial funder would be sought.

The Committee welcomed this helpful insight into this development and its potential impact. It was observed that the extensive list of strategic partners, which was one of the ROIs of the original TIC development, set Strathclyde apart from many other Universities.

### **3. Residences Modernisation Programme – Summer 2022**

An update was provided to Committee on the ongoing investment programme within the residences, in advance of the full redevelopment works which will form the Student Village @ Strathclyde. Committee was notified of the details of the second in a series of ongoing investments, to be carried out over summer 2022.

It was reported that market analysis, which had been conducted as part of the student village project, had helped Accommodation Services to identify the position of the Residences within the overall Glasgow student accommodation market, a market which includes a significant percentage of high-quality local accommodation. The accommodation on campus is different in style to the more modern developments in the vicinity and is more affordable. As such, it is vital that those affordable rent levels are retained whilst maintaining the quality of the accommodation.

Despite the increase in competition arising from the presence of twenty-six purpose-built student accommodation facilities in the city centre, demand for University Accommodation had consistently exceeded capacity in the previous three years, with around 300 student applicants referred to additional bed spaces in the private sector at the start of academic year 2021/22. Meanwhile, changes in programme entry points and an increase in postgraduate students had meant that around 750 students were expected to be living in residences this summer; a time when student occupancy is normally low. This change in demand had made planning of these summer works more complex.

The scope of the planned works, which was outlined, would include replacement of the central boilers in Murray and James Goold Halls, both of which were beyond, life expectancy. Both boilers dated from the construction of the buildings and any failure would have a major impact. Additionally, replacement flooring and redecoration would be carried out in Forbes Hall to raise the standard of decoration to match that of other halls which were recently refurbished. In addition, the operational budget would be used to fund some additional redecoration works and the replacement of furniture, beds and mattresses.

It was noted that the proposals outlined in this report had been reviewed by the Performance Development Group and the Executive Team and following endorsement by the latter, approval had been provided by the Chief Financial Officer to progress with the works as described.

The Accommodation Services team was commended on the work that had been carried out to date and on the future plans which would make quality of life improvements to the students and help to ensure that a unique segment in the student housing market continued to be available.

### **4. Operations & Maintenance Update report**

The Assistant Director (Estates Development and Operations) provided an update on the activities which had been undertaken by the Estates Operations and Maintenance team over the past year. As with the preceding year, 2021 had been dominated largely by dealing with the impact of Covid, and with most buildings having significantly reduced occupancy levels, challenges had arisen in terms of maintaining the buildings. The required operations had included the need to regularly flush water systems and other planned activities to keep the buildings safe.

The low occupancy levels in buildings had also enabled progression of several projects, including the Curran phases 1 and 2. A series of fabric repairs and improvements to roofs, windows, and cavity wall insulation had been undertaken. It was also reported that the contractor had been appointed to undertake phases 3 and 4. Stonework repairs had also been carried out in the Barony, along with improvements to the stained-glass windows. Additional work had also been undertaken to the Robertson Wing ventilation.

Some 36,000 maintenance work requests had been completed over past year, down 21% on the previous year, due to the impact of Covid. However, an additional circa 300,000 water management tasks had been completed over the past year.

The Operations and Maintenance section had also been responsible for other works including the following: H&S related matters across campus; the Fabric section completed the creation of a new toilet block in the Royal College; refurbishments works to the student village; the Cleaning team handled all onsite cleaning, including additional covid related tasks, and various other sanitation measures; the Building Services team handled maintenance improvement works; all Planned and Reactive activities were now being scheduled via the new EMS system, and live time updates were being provided to customers; the TIC facility had remained operational over the year as best as possible given Government restrictions and had adapted well to the various changes in guidance, and the new Helpdesk Hub was created within the Estates building and contractor management software was installed, on which all contractors must register prior to being allowed on site.

The Committee commended the very comprehensive report and welcomed the opportunity it provided to understand the scale of the work being carried out in difficult times.

## **REPORT OF THE REMUNERATION COMMITTEE MEETING HELD ON 31<sup>st</sup> JANUARY 2022**

The following items are provided for Court to **note**:

A meeting of the Remuneration Committee was held on 31<sup>st</sup> January 2022. In line with the Remuneration Committee 'Terms of Reference and Composition,' approved by Court in 2018, the meeting was attended by Ronnie Cleland, (Senior Deputy Convener of Court and Convener of the Remuneration Committee), Dame Sue Bruce (Convener of Court and Remuneration Committee member), Gillian Hastings (Treasurer and Remuneration Committee member) and Melfort Campbell (Lay Member of Court, co-opted onto Remuneration Committee for this meeting). The Principal, Professor Sir Jim McDonald, was in attendance, other than for the item relating to his own remuneration. Gordon Scott, Director of Human Resources and Secretary to the Remuneration Committee, was also in attendance other than for the item relating to his own remuneration.

At the meeting, Remuneration Committee members were reminded that the Senior Deputy Convener of Court had sought Court members' guidance on any issues which Remuneration Committee should take into account in its decision making.

Remuneration Committee received feedback from the Director of Human Resources following his meetings held with key stakeholders, including Trade Union colleagues and Student Representatives, who had been consulted on the pay recommendations for senior leaders in advance of Remuneration Committee.

In making its decisions, Remuneration Committee considered: the 'Contribution Related Pay Policy: Remuneration Committee', which had been agreed by Court in 2018; the stakeholder consultation feedback; benchmark data on pay relativities for senior roles within the Higher Education sector from both the UCEA senior remuneration survey and the Committee of University Chairs (CUC) survey of Vice Chancellor's Remuneration; pay increases for other University staff and pay increase within the wider economy; performance information concerning the individuals who were being recommended for contribution pay.

This year, due to the potential implications of Covid-19 on the University's finances, the Executive Team (ET) agreed that consideration for Contribution Pay for all University staff would be limited to non-consolidated bonus payments of up to £500. This approach was applied to the cases considered by the Remuneration Committee. It was noted that a decision had been taken in the previous year not to consider non-consolidated bonuses for Executive Team members.

Remuneration Committee awarded non-consolidated bonuses to recognise exceptional performance for six Senior Officers, three Deputy Associate Principals and six Professional Services Directors.

Remuneration Committee agreed that the Principal should receive a salary increase in line with the nationally negotiated pay award already applied to other University staff and an allocation of funding would be made to an internal good cause of his choice.

The Remuneration Committee considered and agreed proposals for enhancements to the existing arrangements to take account of good practice outlined within the CUC Higher Education Senior Staff Remuneration Code.

A minute of the Remuneration Committee discussion is attached as Appendix A.

Ronnie Cleland, Deputy Convener of Court (Staffing) and Chair of Remuneration Committee  
Gordon Scott, Director of Human Resources and Committee Secretary to Remuneration Committee

Remuneration Committee  
Appendix A  
[RESERVED ITEM]