

UNIVERSITY COURT

30 November – 1 December 2017, Ross Priory, Gartocharn

BUSINESS SESSION AGENDA

Thursday 30 November 2017, 10.30 – 13.00

Apologies: Marion Venman, Cllr David McDonald, Susan Kelly, Jeremy Beeton

Declarations of interest: None noted

Introduction		
1.	Minutes of the meeting held on 28 September 2017	Paper A
2.	Matters arising	<i>5 mins</i>
3.	Principal's Report <i>Principal</i>	Oral <i>15 mins</i>
4.	Health, Safety & Wellbeing Moment <i>Principal</i>	Oral <i>10 mins</i>
Substantive items		
5.	Confucius Institute for Scotland's Schools at the Ramshorn <i>Associate Principal & Executive Dean of HaSS</i>	Paper B <i>15 mins</i>
6.	Financial Statements 2016/17 <i>Chief Financial Officer, Deputy Finance Director</i>	Paper C <i>20 mins</i>
7.	Q1 Business Report 2017/18 <i>Chief Financial Officer, Director of Strategy & Policy</i>	Paper D <i>20 mins</i>
8.	Strategic Plan 2015-2020: year-end progress report 2016/17 <i>Director of Strategy & Policy</i>	Paper E <i>10 mins</i>
9.	Outcome Agreement 2017-2020: Draft Annex 2018/19 <i>Director of Strategy & Policy</i>	Paper F <i>10 mins</i>
10.	Governance Act 2016: Future composition of Court <i>University Secretary and Compliance Officer</i>	Paper G <i>15 mins</i>
Items for formal approval		<i>5 mins</i>
11.	Convener's Actions – none taken	

12.	Change of Department Name, Strathclyde Business School	Paper H
13.	Annual Statement on Research Integrity	Paper I
Items for information		5 mins
14.	Scottish Code of Good HE Governance 2017: update	Paper J
15.	Prevent Strategy – Annual Report and update	Paper K
Committee reports <i>(for noting, unless otherwise stated)</i>		5 mins
16.	Senate	Paper L
17.	Executive Team	Paper M
18.	Court Business Group	Paper N
19.	Court Membership Group	Paper O
20.	Audit and Risk Committee <i>(including Annual Report to Court)</i>	Paper P
21.	Enterprise & Investment Committee	Paper Q
22.	Staff Committee	Paper R
23.	Estates Committee	Paper S
24.	Strategic Marketing Group	Paper T
Closing remarks		5 mins
25.	Any other business <i>Convener</i> Date of next meeting <i>Thursday 1 March 2018, 09.30-12.00</i>	

Lunch: 13.00 – 14.00

Paper A

MINUTES OF UNIVERSITY COURT 28 September 2017

Present: Dame Sue Bruce (Convener), Ronnie Cleland, Malcolm Roughead, Kerry Alexander, Dr Archie Bethel, Susan Kelly, Alison Culpan, Dr Jeremy Beeton, Dr Jane Morgan, Paula Galloway, Principal Professor Sir Jim McDonald (from item 2 onwards), Vice-Principal Professor Scott MacGregor, Professor Erling Riis, Amanda Corrigan, Dr Kathy Hamilton, Gillian Pallis, Louise McKean, Calvin Hepburn, Taylor Wong

Attending: David Coyle, Dr Veena O'Halloran, Darren Thompson, Professor Tim Bedford (for item 5), Rona Smith (for items 6-8), Helyn Gould (for item 8)

Apologies: Marion Venman, Gillian Hastings, Councillor David McDonald, Dr Andrew McLaren

Welcome and apologies

The Convener noted the apologies received and welcomed members of Court and attendees to the first meeting of 2017/18.

The following interests were declared:

- All members of staff who were also members of the Universities Superannuation Scheme (USS) declared an interest in relation to item 16. It was noted that this item was presented for Court's information only with no formal decision being sought; and
- Jane Morgan, as the elected Councillor for the Maryhill Ward, Glasgow, declared a potential interest in regard to the discussions with Glasgow City Council referenced in the paperwork for item 5.

1. Reserved item:

[RESERVED ITEM]

2. Minutes

Court **approved** the minutes of the meeting held on 20 June 2017.

3. Matters arising

There were no matters arising.

4. Principal's Report

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

Health & Safety: The Principal provided a summary of recent Health & Safety activity and incidents, including:

- A recent increase in the number of reported incidents. This was felt to be the result of improved reporting procedures, particularly amongst the University's more industry-focused areas. Further reporting enhancements were planned. The Principal indicated that a short paper would be provided to the next meeting of Court to highlight recent reporting and incident trend;

- A recent instance of deliberate fire-raising within the University's residences compound. No buildings were at risk as a result. The individuals responsible had been identified as former students who were subsequently found to have returned to their home country. The University was considering the possibility of applying appropriate sanctions;
- Recent steps taken to review and improve fire evacuation procedures, particularly in relation to Personal Emergency Evacuation Plans (PEEPs) following a minor fire incident in the Curran Building.

In relation to health and safety issues, Court members discussed:

- the importance of recording near misses to support the identification of key risks for the University;
- the increased use of non-University equipment on site (e.g. from industry and academic partners) and the need to undertake appropriate risk assessments;
- the significant construction activity currently taking place on campus and the importance of prominent signage and guidance to ensure the safety of students, staff and visitors. The Principal explained that this issue had been identified and was being pursued with the relevant contractors.

Appointment of Chief Commercial Officer: The Principal informed Court that a new Chief Commercial Officer (CCO) had been appointed. Adrian Gillespie, currently Managing Director of Operations at Scottish Enterprise, would take up post in January 2018 and would play an invaluable role in driving forward major projects and enhancing the University's strong links with business and industry. Court members welcomed this appointment and looked forward to meeting and working with Mr Gillespie in due course.

Model Confucius Institute/Ramshorn Theatre: The University's Confucius Institute for Scotland's Schools (CISS) had recently been appointed a Model Confucius Institute by the Confucius Institute Headquarters (Hanban) and a commemorative plaque marking the new status of CISS had been unveiled at a conference attended by both the Scottish Minister for Further Education, Higher Education and Science and by the People's Republic of China's Ambassador to the UK. Subject to further development by the Estates Committee and the Executive Team, recommendations would soon be brought forward to Court for the proposed redevelopment of the University's Ramshorn Theatre. This would support the relocation of the Confucius Institute to its new headquarters, with purpose-built space for conferences, exhibitions, and cultural events.

Scottish Code of Good Higher Education Governance: Following a sector-wide consultation in June 2017, a final revised version of the Scottish Code of Good HE Governance was expected to be provided to the Committee of Scottish Chairs for approval in early October. No timescales for compliance with the revised Code had yet been confirmed but the University was in a strong position and would review its practices as appropriate to ensure future compliance.

Brexit update: The University had hosted a recent visit from Lord Duncan of Springbank, Parliamentary Under Secretary of State for Scotland. This had been a positive engagement and provided an opportunity to brief UK Government officials on key sector-specific issues. The University had also received multiple positive mentions within a recent UK Government paper on its post-EU intentions for science and innovation activity. Senior officers continued to promote the University and engage with EU partners, through various channels.

UK Research and Innovation: UKRI was starting to take shape ahead of its April 2018 launch, under the leadership of its CEO-designate, Sir Mark Walport, and Chair, Sir John Kingman.

Research Excellence Framework: Initial decisions on the format and criteria of the next Research Excellence Framework (REF) had been published. The University was continuing and accelerating its advance preparations, focusing on the quality of outputs and the development of impact case studies. Clarity was still awaited on key issues, including staff submission and output portability, and the University would respond to a request from the Funding Councils for views on these areas.

Global Talent Attraction: Following a recent and widely advertised strategic recruitment campaign, the University had received 740 applications for up to 60 places for world-leading Professors and Readers. 22% of applications had come from non-UK EU applicants and 53% from overseas applicants outside the EU.

Widening Access: According to recent statistics published by the Scottish Funding Council, the University continued to lead amongst Scottish research-intensive universities for the number of entrants from Scotland's

most deprived areas (SIMD0-20 and SIMD0-40). At the same time as improving access, the University had recently improved its ranking for entry standards, based on The Times and Sunday Times University League Table, rising to 6th in the UK and 2nd in Scotland.

Principal's Engagement Sessions: The Principal had held eight staff engagement sessions, covering a significant proportion of the University's staff. This had provided the opportunity to update staff on strategic issues and for staff to ask questions of the Principal. The tone of these meetings had been overwhelmingly positive.

Strathclyde Medals 2017: The Principal had recently presented 11 Strathclyde Medals to staff, based on nominations from their colleagues. The Strathclyde Medals recognise people who have made an important contribution to the University Values in their work, relationships and achievements.

Student Inauguration Events: The Student Inauguration events provided an opportunity for new undergraduate students to be welcomed into the University community. The Principal had presided over four events (one for each Faculty), welcoming around 1,600 new students. He thanked members of Court who had been able to attend the events. The Student President confirmed that the events had been very well received by the students involved.

5. Reserved item:

[RESERVED ITEM]

6. Student Recruitment 2017/19

The Director of Strategy and Policy introduced an update on the current undergraduate (UG), taught postgraduate (PGT) and research postgraduate (PGR) student recruitment position. She reminded Court of the importance of meeting student recruitment targets and the associated link to the delivery of the University's strategic aims and the impacts upon its sector position and forecast fee income. The 2017/18 recruitment cycle had seen increases in both demand from applicants and competition from other institutions. However, the University continued to demonstrate year-on-year improvements in key student recruitment areas, with associated fee income growth; the recruitment cycle for both PGT and PGR entrants on-going.

Court members welcomed the generally positive position indicated within the paper and particularly noted the strong performance in relation to widening access recruitment which was the result of a strategic approach and focus in this area.

7. Outcome Agreement 2016/17 self-evaluation and guidance for 2017/18 – verbal update

The Director of Strategy & Policy provided a verbal update on the development of the University's Outcome Agreement self-evaluation report, which would constitute a review of progress against 2014-2017 commitments achieved during 2016/17. As the Scottish Funding Council's annual guidance had not yet been issued, it was intended that a draft report would be circulated to Court in mid-October, for review and approval.

Court members noted that, following the previous approval and publication of the University's new three-year Outcome Agreement for 2017-2020, an update on commitments for 2018/19 would be developed and incorporated as an annex to the Outcome Agreement. This would be presented to Court for approval in due course.

8. National Student Survey 2017 results and analysis

The Deputy Associate Principal (Learning & Teaching) presented an overview of the University's performance, relative to the UK and Scottish sectors, in the National Student Survey (NSS) 2017. She explained the background to the NSS, noting particularly the changes to the survey questions for 2017 and a national student campaign to boycott the survey which had impacted upon both the results and response rates, which therefore limited the ability to make comparisons with previous years' performance levels.

During discussions, Court members noted:

- A widespread drop in performance across the sector, amongst which the University had maintained its 2015 and 2016 overall satisfaction score of 87% whilst improving its relative sector position to 4th amongst Scottish HEIs and joint 37th amongst UK HEIs;
- The development of internal 'heat maps', as in previous years, to identify and review areas of strength and challenge below the headline figures and in each part of the University, benchmarked against sector comparators;
- Varying underlying levels of performance, with three faculties seeing fairly comprehensive positive movement, or maintaining previous positions of strength, and one faculty seeing negative movement;
- Lower than anticipated performance in relation to the new questions introduced for 2017 and on-going efforts to understand and address the reasons for this;
- The next steps, including the Education Strategy Committee's role in developing an Improvement Framework, and a renewed focus on cascading results and improvement actions down to Department/School level; and
- The key role for the Students Association and Class Representatives in contributing to the improvement of the student experience on an on-going basis and enhancing levels of student engagement.

It was confirmed that the University regularly operated additional student surveys throughout the year, focussed on similar areas to the NSS, in order to identify and address specific issues impacting upon the student experience.

Court also noted the development of a short-term Executive Team project on addressing future NSS performance, to be led by the Executive Dean of the Faculty of Humanities and Social Sciences.

9. Court Review of Effectiveness – Final Report and Recommendations

The Convener introduced a report and recommendations arising from Court's Review of Effectiveness. She reflected on the process undertaken since March 2017, led by the Effectiveness Review Steering Group, and highlighted the key messages: that the University's governance arrangements and practices were effective and consistent with recognised good practice and also that there were particular areas which represented exemplars of best practice. Recommendations had been reviewed and refined by the Steering Group and were presented for Court's consideration and approval. She highlighted that some recommendations, such as those around the conduct and organisation of meetings, were already being implemented (e.g. the reduced number of officers in regular attendance at Court meetings).

The University Secretary and Compliance Officer explained that, subject to Court's approval, the Steering Group's recommendations would be taken forward throughout the remainder of 2017/18, in consultation with the Convener and with regular progress reports being provided to Court.

During discussion of the report and its recommendations, Court members noted that:

- The general effectiveness of Court and of the University's governance practices had been established and the decision to implement any of the recommended changes should be considered based on their potential to further enhance effectiveness;
- The categorisation and assessment of the recommendations by the Steering Group had been helpful and was appropriate;
- The University's dynamic governance arrangements were key to the delivery of its success and opportunities for continued engagement (both formal and informal) between members of Court and senior staff of the University should be maintained; and
- The external consultant's view on the process for appointing Senate members to Court was not one that was shared by Court and the Steering Group had appropriately rejected this recommendation.

Court **approved** the recommendations of the Effectiveness Review Steering Group, agreeing the need to review certain arrangements and practices during the course of 2017/18 and bring forward any subsequent recommendations for Court's approval in due course.

10. Court Strategy Session 2017 – initial planning

The Principal proposed a draft programme for Court's 2017 Strategy Session including:

- An introductory presentation from the Principal on the University's current position and performance trajectory with appropriate comparative data, set against the backdrop of current challenges and opportunities;
- Individual presentations and discussions on how to develop and articulate an appropriate definition of University 'productivity' and on how to advance the University's external narrative by leveraging its distinctiveness both nationally and internationally;
- Presentations from each of the Executive Deans, the Chief Financial Officer, and the University Secretary and Compliance Officer on the visions for each of their respective areas;
- A summative conclusion from the Principal and the Vice-Principal on the University's overall vision.

Members welcomed the suggested approach and noted the proposal that, as in previous years, presentations would include key input, both in advance and on the day, from individual Court members. University senior officers would be tasked to engage directly with relevant Court members in due course.

Items for formal approval

11. Convener's Actions

There were no actions to report since the last meeting.

12. Revisions to University Ordinance and Regulations

Court **approved** proposed amendments to the University's Ordinances and Regulations which were required, following earlier revisions to the Charter and Statutes, to reflect changes to the titles and roles of senior officers and to update the composition and Terms of Reference for several of the University's committees.

13. Corporate Risk Register

Court reviewed and **approved** the top risks and mitigating actions reflected within the latest version of the University's Corporate Risk Register.

14. Report for Scottish Funding Council: internal review of quality

Court reviewed and **approved** the University's report to the Scottish Funding Council on institution-led review and enhancement activities for academic year 2016/17.

15. Review of Court's Statement of Primary Responsibilities

Court considered and **approved** its own Statement of Primary Responsibilities, subject to minor amendments required to ensure accuracy in senior officer titles.

Items for information

16. Universities Superannuation Scheme (USS) 2017 funding position

The Chief Financial Officer provided an update on the current funding position of USS and informed Court that institutional views were currently being sought by Universities UK on a number of key issues, including:

- the maximum regular contributions each institution is willing to pay;
- the level of USS pensions risk each institution is willing to bear; and
- the institution's preferred approach to future benefits.

He summarised the tone and content of the University's current draft response, confirming that this had been circulated to Court Business Group for final comments, prior to the submission date. Court noted that there were potential financial impacts for the University but that final decisions on future arrangements were a

matter for the USS Joint Negotiating Committee, informed by the collective view of the entire UK higher education sector.

17. Complaints Handling Annual Report 2016/17

Court **noted** key performance information on the volume and types of complaints recorded by the University during 2016/17.

Committee Reports

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

18. Senate

Court noted the key matters discussed by the University Senate at its recent meeting on 6 September 2017. The two matters for formal approval had been approved by Court under items 12 and 14 above.

19. Executive Team

Court **noted** the key matters discussed by the Executive Team at its recent meetings.

20. Court Business Group

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

21. Remuneration Committee

Court **noted** the matters considered and decisions taken by the Remuneration Committee at its recent meeting on 27 August 2017.

22. Audit Committee

Court **approved** proposed amendments to University Regulations in order to reflect changes to the Audit Committee's Terms of Reference, which had recently been discussed and endorsed by the Committee at its meeting on 7 September 2017. Court **noted** the other items discussed by Audit Committee.

23. Estates Committee

Court **noted** the items discussed by the Estates Committee at its recent meeting on 22 August 2017.

24. Staff Committee

Court **noted** the items discussed by the Staff Committee at its recent meeting on 16 June 2017.

25. AOB

The Convener reminded members of a training session on Health & Safety which had been scheduled for 31 October. There was still one place remaining and members were encouraged to contact the Head of Governance and Public Policy, should they wish to attend.

Date of next meeting

- Court Residential, Thursday 30 November & Friday 1 December 2017

Executive Summary Report

The Confucius Institute for Scotland's Schools (CISS) at
the Ramshorn



October 2017

Proposal for the Confucius Institute for Scotland's Schools (CISS) at the Ramshorn

Executive Summary

1. On the 19 of September, the Confucius Institute for Scotland's Schools (CISS) was appointed a Model Confucius Institute by Hanban, the headquarters of the institutes worldwide. This was confirmed at a conference attended by Scottish Higher Education Minister Shirley-Anne Somerville and Liu Xiaoming, China's Ambassador to the UK.
2. It is one of around only 31 institutes, from a total of more than 500, to have been conferred with this status.
3. CISS Director Fhiona Mackay said: "We are delighted to have received this honour from Hanban just five years after our inception. It recognises the hard and skilled work of our staff and the fantastic support of our partners."
4. "As an international university, Strathclyde is committed to enhancing knowledge and understanding between cultures. The high demand for our services shows that this is a goal shared by many."
5. "We intend to live up to the role of a Model Institute with vision and ambition. The additional funding and resources that this new status will bring, as well as the facilities of our new headquarters, will enable us to deepen the quality of our existing work and develop exciting new projects that will benefit young people in Scotland and in China."
6. "Our new headquarters will act as a hub for Sino-Scottish relations in the heart of Glasgow. We will invite academics, expert speakers and performers from all over China to take part in a wide range of cultural, educational, capacity-building and entrepreneurial activities. It will benefit businesses, schools, community groups and wider society, bringing increased educational and economic opportunities to Scotland."
7. The establishment of a specific building to solely host the Confucius Institute for Scotland's Schools (CISS) supports the national coordination of the Confucius programme in Scottish school education. In addition, the building will serve as a Chinese cultural centre that will reach out beyond the university campus to the heart of Scottish communities. It will enable CISS to set new and higher objectives, particularly in terms of providing excellence in teacher education for Hanban and local teachers across the UK and beyond.
8. The facility will create opportunities for working ever more closely with other national organisations and partners and will allow CISS to provide an increasing range of courses, lectures, seminars, performances and exhibitions that will greatly enhance the cultural life of the city and beyond.
9. In short, the building will become a forum for friendship, a platform for learning and a bridge that fosters mutual understanding.
10. The new Confucius Institute for Scotland can contribute to this setting and become a true home for:
 - Scotland's National Centre for Languages (SCILT)
 - Confucius Institute for Scotland's Schools (CISS)

Background

11. The Confucius Institute for Scotland's Schools (CISS) is part of Scotland's National Centre for Languages (SCILT) within the school of Education, the HaSS faculty. Its job is to provide strategic leadership and governance to all of Scotland's Confucius classrooms and to lead and support the learning of Chinese language and culture across Scotland. The centre is funded jointly by Hanban/ Confucius Institute Headquarters and Scottish Government and was launched at the University of Strathclyde in June 2012 by the Principal with Mike Russell, then Cabinet Secretary for Education and XU Lin, former Director General of Hanban, who last year was a recipient of an honorary doctorate from the University of Strathclyde.
12. Since its establishment at the University of Strathclyde in 2012, CISS has expanded exponentially, not only in terms of enlarging its network of Confucius Classrooms from 9 to 44 in the five year period, but also in terms of its circle of influence. CISS now works in partnership with Chinese, Scottish and local governments, Scottish Chambers of Commerce, Scottish Development International and other important business organisations, cultural, sporting, arts organisations and other educational establishments such as the Open University and FE colleges. Additionally, the network of 44 classrooms serve around 400 schools and impact on approximately 30,000 children and young people across the county. 21 of Scotland's 32 local authorities currently host Confucius classrooms in their primary and secondary schools with several others engaging with the institute in its capacity to offer advice and guidance.
13. Much of the success of CISS is attributable to its place within Scotland's National Centre for Languages and the School of Education at Strathclyde, both contributing to and benefitting from the established reputation of these organisations with the teaching profession. Since opening at Strathclyde, CISS has placed much greater focus on ambitious language learning within the Confucius classroom network and there has been a move away from the cultural based activities that the classrooms previously generated. It is important to note that uptake for SQA qualifications in Mandarin has risen by 25% in recent years with a much higher percentage of non-native speakers choosing to study the language. Similarly, CISS has ensured that the classrooms enable schools to deliver on wider educational objectives such as addressing the attainment gap caused by inequality and poverty and helping learners to develop key employability skills. To this end, CISS has linked every Confucius classroom with a business partner and facilitates joint projects so children and young people get to experience how the language they are learning is used in the world of work.
14. Thanks to the work of CISS, over 1000 young people in secondary schools have been offered the opportunity to visit China. Each summer, CISS makes it possible for up to 130 youngsters to visit their partner school in Tianjin and take part in language learning and cultural activities at the Tianjin Foreign Studies University (TFSU). Since 2014, thanks to its partnership with Tianjin Municipal Education Commission, CISS has offered a gap-year fully funded scholarship for young people finishing sixth year to study at TFSU for a year. So far, this life-changing opportunity has been afforded to 71 Scottish youngsters who return from this unforgettable international experience almost fluent in Mandarin. On their return, CISS continues to offer former scholars free Mandarin lessons at the University of Strathclyde and has established an alumni group who are supported to organise events that promote the benefits of links with China.
15. The partnership between the University, government (both national and local) and Hanban makes CISS unique amongst all Confucius Institutes around the world. As part

of Scotland's National Centre for Languages within the School of Education, it is also uniquely placed to support the learning and teaching of Chinese language with methodological and pedagogical expertise. This year CISS welcomed 50 Hanban exchange teachers from their partner schools and universities in China. This increase in numbers from seven in 2012 is an important marker for the rise in demand and appetite for learning that CISS has generated in our schools. This cohort of teachers will work in Scottish schools and will benefit a robust programme of professional learning benchmarks at SCQF level 11 that will contribute hugely to the teachers' professional skills and competencies, thus furthering international knowledge exchange and sharing of educational theory and practice.

16. Similarly, the work of the Institute impacts positively on the University of Strathclyde. Thanks to its close links with the Chinese Embassy in the UK, 40 scholarships were secured for Strathclyde students this year from 150 available to the entire UK. This has enabled Strathclyde students from a range of disciplines, including many from the School of Education, to visit China and study the language there. Furthermore, over the last two years, a further 40 students benefitted from a summer school made possible by the Institute and its partners at Tianjin Municipal Education Commission.
17. The title of Model Institute is not the only accolade that CISS has received from Hanban in recognition of its work. In 2013, its Confucius classroom at East Renfrewshire Council was awarded Confucius Classroom of the Year, one of only ten from around 2000 possible nominations to receive the award at the Hanban World Conference in Beijing. The following year, CISS was awarded Global Confucius Institute of the Year and in 2015 the Confucius classroom at City of Edinburgh Council was also named Confucius Classroom of the Year. Each award was personally presented by LIU Yandong, Vice-Premier of the People's Republic of China. This success has enhanced the reputation of the University of Strathclyde in China and in particular, has cemented very strong relationships between the university and the Chinese embassy in the UK. It has secured our standing with our Chinese partners and serves to demonstrate the university's values among our stakeholders and potential partners.

Project Description

18. The location for the Confucius Institute for Scotland's Schools (CISS) is in one of the most prominent and visible buildings within the grid of the Merchant City at the heart of the city of Glasgow.
19. Sitting on Ingram Street and aligned on the axis of Candleriggs, its splendid Gothic tower and graveyard garden are a marker and oasis of calm in the middle of the busy city.
20. The project consists of the refurbishment of the Grade A listed Ramshorn Church on Ingram Street, to provide accommodation for the Confucius Model Institute. The works are planned in two stages.
21. Stage I is facilitated by the Hanban funding grant approved by the Chinese Government in September 2017, which will provide the core requirements for the Model Institute. Phase II will be delivered at a later stage when additional funding becomes available.
22. Please see the PagePark Feasibility Study (available as Appendix A on SharePoint) for full details of the proposals.

Strategic Fit

23. The Institute acts as a two-way bridge between the University and China. It encourages dialogue, facilitates networking and develops our partnerships with Chinese counterparts.
24. In terms of its engagement with young people, CISS places emphasis on excellence and equity, creating opportunities for children and young people from all backgrounds, regardless of ability to pay. This chimes with Strathclyde's values and our position as a socially progressive university.
25. Moreover, the ethos of the Institute embodies the University's values and the new building will allow the leadership to set bolder and more ambitious aims for the centre. For example, CISS is currently engaging with the Massachusetts Institute of Technology (MIT) with a view to developing an online platform that will support learning and teaching of Mandarin internationally. This will place Strathclyde at the forefront of developing language learning through technology to an international audience.
26. Having a Model Institute in a building of such historical importance raises the profile of the University of Strathclyde with its Chinese partners. The collaboration that the Institute builds with China contributes directly to the university's internationalisation agenda and facilitates the people-to-people dialogue that is in the heart of the University's vision as a leading international technological university.

Benefits

27. The new CISS headquarters will act as a hub for Sino-Scottish relations in the heart of Glasgow. The Institute will invite academics, expert speakers and performers from all over China to take part in a wide range of cultural, educational, capacity-building and entrepreneurial activities. It will benefit businesses, schools, community groups and wider society, bringing increased educational and economic opportunities to Scotland. Once the new facility is confirmed, CISS will work on the development of a business plan that will include some of the following points:
 - In a typical year, the approximate savings to CISS for venue hire is likely to be in the region of £10,000.
 - SCILT runs several knowledge exchange seminars, professional learning events and national networking meetings. The additional facilities will save SCILT in the region of £8000 in a typical year on venue hire for its activities.
 - The flexible space offered by the new building could be made available for hire to the public in a similar way to the Barony Hall at an appropriate tariff, for example, £1,500 for exclusive use. CISS will also be able to mount its own performances and exhibitions and charge for use of exhibition space and the theatre which could generate considerable income.
 - The additional facilities will allow CISS and SCILT to generate income by offering professional learning programmes to groups of international teachers. At this stage, it is impossible to give a figure for this kind of activity, however, CISS has already developed a wide range of links with Chinese local governments who are very keen to fund international learning experience for their teachers.
 - Once the new facility is in place, CISS will be endorsed by Hanban as a centre for Teacher Education. This will bring additional funding of approximately £280,000 per annum, not including in-kind benefits.

- The move of SCILT and CISS will release much needed accommodation for the HaSS faculty and School of Education. Office space for 24 people and a teaching space will be made available
- Business partners and organisations who work closely with CISS and SCILT will be offered the use of the building where possible in return for their participation and support to CISS/SCILT projects. Although it is not intended for generating income, it will deepen the partnerships and foster potential opportunities for CISS and its Confucius classrooms.
- The prestige of having this building jointly funded by the University and Hanban raises CISS's profile and therefore makes the centre more likely to attract funding from China. The Model Institute status will afford CISS the opportunity to bid for increased annual funding of \$20,000 for each new project it initiates. This will have a highly beneficial effect on CISS's revenue.

Feasibility Study

28. A feasibility Study was commissioned in July 2017, to prepare proposals for the accommodation of the Confucius Model Institute in the Ramshorn building. The Feasibility was completed in August 2017 and formed the basis of the proposal submitted to Hanban at the end of August 2017.

Project Timescale

29. The conditions of the Hanban Grant state that the project requires to be delivered within 24 months of the approval of the Grant. The following programme provides the key dates for the project delivery programme.

Design Team Appointment	December 2017
Design Stage	December 2017 to March 2018
Procurement	April to June 2018
Start on Site	June 2018
Completion of Works	October 2018
Fit-Out	November 2018
Occupation	December 2018

Project Costs

30. The project has been costed by Gardiner & Theobald Cost Consultants, based on the information provided by the University and the feasibility Stage designs illustrated in the Feasibility Study prepared in August 2017 by PagePark Architects.
31. The total cost of the Stage I works (which are the subject of this proposal) is **£ [RESERVED]** (including fees and VAT).

Funding

32. The proposal submitted by the University was accepted by Hanban, and their funding contribution of £1.2m was confirmed at a conference attended by Scottish Higher Education Minister Shirley-Anne Somerville and Liu Xiaoming, China's Ambassador to the UK on the 19th September 2017.
33. The conditions of the Hanban Funding are outlined in Appendix B (Model Confucius Institute Agreement – available on SharePoint).

34. The funding package for the project is confirmed in the following table:

[TABLE RESERVED]

Annual Running Costs

Please find below the projected annual operating costs which include all recurrent, planned and legislative compliance and utility costs, including an allowance for security provision. The costs exclude any backlog maintenance costs or major plant replacements.

[TABLE RESERVED]

Recommendation

35. Following endorsement by the Estates Committee on 16 October 2017, the Executive Team on 8 November 2017, and by Court Business Group on 16 November 2017, Court is invited to consider and approve the business case set out in summary above.

Appendices:

- A *Feasibility Study by Page Park (available on [SharePoint](#))*
- B *Model Confucius Institute Agreement (available on [SharePoint](#))*

Financial Statements 2016/17
[RESERVED ITEM]

The University's published 2016-17
Financial Statements are available [here](#).

**Q1 2017-18 - Quarterly Business
Report [RESERVED ITEM]**

Strategic Plan 2015-2020 – Year 3 Progress Report

Introduction

1. Following publication of the University's [Strategic Plan 2015-2020](#) in August 2015, relevant targets were disaggregated to Faculty and, in some cases, Department/School. The approach of setting disaggregated targets and keeping the number of KPIs tight at 16 has ensured a focused framework for determining progress against the University's Strategy, and has provided a robust basis for Faculty and Departmental/School annual planning and performance assessment.
2. To raise awareness of any issues with in-year performance and enhance Court's ability to respond to these, we introduced an additional mid-year reporting point. As such, we have provided Court with twice annual reports on progress, as follows:
 - a) Actual performance for the preceding year in October/November
 - b) Forecast performance for the current year in February
3. The KPIs in the Strategic Plan 2015-2020 mainly use 2013-14 data as their baseline and this Year 3 Progress Report is intended to:
 - a) Provide Court with a clear and succinct report on progress, achieved in 2016-17, against the University's agreed 16 KPIs as outlined in the Strategic Plan;
 - b) Inform the University's annual planning round discussions with Faculties and Professional Services.
4. A mid-year report on progress achieved in 2017-18 will be provided in February 2018.
5. For KPIs that are flagged red/amber, further detail and context in relation to the 2016-17 actual has been provided in the commentary box. In line with reporting to date, context has been kept to a minimum for KPIs that are flagged green.
6. For KPI15, changes to financial reporting introduced in 2015-16, following the implementation of Financial Reporting Standard 102 (FRS 102) and the new Statement of Recommended Practice (SORP 2015), have resulted in greater volatility in surpluses/deficits. As a result, the previous University-level 'operating surplus' performance measure has been replaced with a new measure that offers a clearer focus on financial sustainability. The new University-level measure focuses on cash generation. Further information is presented against KPI15 in the table appended and via Appendix 1.

Performance to date/forecast

7. Flags are not formula-driven and are instead determined based on a consideration of trajectory to date (year on year change but also change since the outset of the Plan), alongside forecast projections towards the end of the plan period.
8. In November 2017, marking the end of Year 3 of the Strategic Plan, we are reporting, using Year 3 actuals, as follows:

- **10 KPIs ‘on track’** or ahead of milestone – green flag
- **1 KPIs as ‘further work required’** or behind milestone – red flag (KPI3 NSS)
- **4 KPIs as ‘further work required’ or behind milestone, despite progress** – amber flag (KPI8 PGR population; KPI9 income from licensing, spin-outs, CPD & consultancy; KPI10 Industrial research income; and KPI12 Diversity of non-EU student population)
- **1 KPI** as ‘new: unable to report’ (KPI15 cash generation – see para 6 above)

9. For background, Court may wish to note that:

In November 2016 we reported, using Year 2 actuals, as follows:

- **12 KPIs ‘on track’** or ahead of milestone – green flag
- **1 KPI as ‘further work required’** or behind milestone – red flag (KPI3 NSS)
- **3 KPIs as ‘further work required’ or behind milestone, despite progress** – amber flag (KPI6 research income; KPI10 industry research income; KPI12 Diversity of non-EU student population)

In February 2017 we reported using Year 3 forecasts/actuals as follows¹:

- **10 KPIs ‘on track’** or ahead of milestone – green flag
- **3 KPIs as ‘further work required’ or behind milestone, despite progress** – amber flag (KPI8 PGR population; KPI10 industry research income; KPI12 Diversity of Non EU student population)
- **3 KPIs as ‘data available summer 2017’ or ‘unable to report’** (KPI3 NSS, KPI4 graduate destinations; and KPI15 operating surplus as % of turnover)





Recommendations






10. Court are invited to:






- **Discuss** the Strategic Plan Year 3 2016-17 Progress Report
- **Note** the change to KPI15 to a measure based on cash generation

¹ Following review of data and exclusions, in retrospect, it would have been appropriate to flag KPI9 amber in February 2017.

**Strategic Plan 2015-2020 – Year 3
Progress Report
Appendix 1
[RESERVED ITEM]**

KPI	Description	Baseline Actual (2013-14)	Year 1 Actual (2014-15)	Year 2 Actual (2015-16)	Year 3 Actual (2016-17)	Status Nov 17 Year 3	Commentary - November 2017 Year 3	Year 3 Milestone (2016-17)
1	Increase the number of Scottish-domiciled undergraduate entrants from SIMD0-40 areas to 1,000 by 2020	840	917	985	982		On track. Early figures indicate this target has been exceeded for 2017-18 entry. Intake targets being set for 2018-19 will focus on growing SIMD0-20 cohort.	920
2	Undergraduate retention from Year 1 to Year 2 (maintain range within 90-93%)	92.6%	92.2%	91.2%	91.4%		Although this KPI is green-flagged as the figure is within range*, and year-to-year fluctuation is to be expected for this indicator, retention rates in Years 2 and 3 of the Strategic Plan have been slightly lower than in Year 1 of the Strategic Plan; this is evident in both this internal data as well as externally calculated retention data. Further work will be undertaken to identify and review particular areas and student groups where retention is below the stated range. <i>*All figures re-stated and range adjusted, following implementation of planned changes to internally-calculated retention data (with the aim of ensuring a closer match to HESA-calculated retention data).</i>	90-93% (annually)
3	Achieve 90% Student satisfaction (overall) as measured by the National Student Survey	89%	87%	87%	87%		Further work required. While 2017 overall satisfaction remained at 87% (below top quartile by 4.6%), our relative sector position for overall satisfaction <i>amongst HEIs</i> has improved to 4th in Scotland and 37th in the UK. 20 of our (39) JACS Subjects have 90% student satisfaction or higher; 14 of our (39) JACS Subjects are in the upper quartile for the UK. Deans are overseeing the development of improvement plans for each Department and School; the template for plans was updated to reflect the University's key areas for targeted improvement and also included a personalised data set for each Department/School; in addition to NSS ranking, score and sector quartile for all relevant JACS Subject(s), NSS questions were identified where results differ significantly from the sector average and scores were shown for Department in Final Year and for individual courses. Progress and outcomes are being reported to Quality Assurance Committee, Education Strategy Committee and Senate. A programme of support is being developed collaboratively by Deputy Associate Principals and SEES colleagues which includes staff forums, sharing of information on evidence-based improvements, partnership working with USSA and targeted support where appropriate for key subject areas, working with Heads of Department/School, Deans and Vice Deans (Academic).	90% or higher (annually)
4	Meet or exceed proportion of graduates in work or further study relative to our benchmark	93.8% (HESA benchmark of 94%)	91.3% (HESA benchmark of 94.5%)	96.2% (HESA benchmark of 95.0%)	95.8% (HESA benchmark of 94.9%)		On track. Just under 96% of our graduates are in work or further study six months after their graduation, which is 0.9% higher than our HESA benchmark. We are 0.6% above the Scottish average and 1.5% above the UK average. A heat map approach for the presentation of DLHE data was implemented in 2017 and disseminated via the Surveys and Metrics Working Group, showing figures and sector performance for 2015/16 leavers in comparison to 2014/15 leavers, via quartile and noting the distinction of figures for those in work or further study and those in highly skilled work or further study. Opportunities for internships, industry engagement and international placements are tracked across all disciplines through the Faculty Annual Reporting quality assurance and enhancement review process; programme-based data populates the Learner Experience Framework for this area and is reviewed by Education Strategy Committee.	Meet or exceed HESA benchmark

KPI	Description	Baseline Actual (2013-14)	Year 1 Actual (2014-15)	Year 2 Actual (2015-16)	Year 3 Actual (2016-17)	Status Nov 17 Year 3	Commentary - November 2017 Year 3	Year 3 Milestone (2016-17)
5	Increase the PGT population to 3,100 by 2020	2,334	2,720	2,953	3,230		On track. The annual intake target-setting process provides a clear route for reflecting continued ambition to grow the PGT population <i>beyond</i> the KPI target, with this distributed across the Faculties.	2,717
6	Increase total competitively won research income to £70M by 2020	£52.2M	£56.5M	£57.3M	£65.6M		On track. Research income is £8.3 million higher than last year, with increases across all categories of research income, most notably income from UK Central Government (£4.5 million) and European Commission (£1.0 million). Research income from capital grants increased from £5.1 million to £6.0 million.	£61.1M
7	Field-Weighted Citation Impact: the number of citations our publications receive compared to the world average for comparable publications	1.39	1.42	1.61	1.99		On track. The large year-on-year increase in FWCI between Year 2 and Year 3 is partly attributable to nine multi-author journal articles with unusually high FWCI - these are papers related to the consortium project that ultimately discovered gravitational waves and we have colleagues in Physics named as authors. The University's FWCI score without these papers is 1.43, which is just below 2016-17 milestone and lower than the equivalent figure last year.	1.45
8	Increase the total postgraduate research (PGR) population to 1,750 by 2020	1,133	1,218	1,403	1,430		On track (met in 2016-17) This KPI is amber-flagged as, although the full-year FTE figure for 2016-17 is just above the Year 3 milestone, the PGR intake target for 2016-17 was not achieved and population growth has therefore slowed. Significant focus on attracting and converting PGR applicants during the remainder of 2017-18, with the aim of delivering more new PGRs into the population this year, which will be necessary to achieve the overall population target.	1,422
9	Increase total income from licensing, gains on sales of spin out/spin off investments, CPD and consultancy to £30M by 2020	£20.0M	£21.7M	£23.4M	£23.4M		Further work required. Figures for 2015-16 were re-stated in-year, following the previous Progress Report. The baseline for this KPI is a 2-year average of total income from these sources for 2012-13 and 2013-14. The 2016-17 year 3 actual is a 2-year average of total income from these sources for 2015-16 and 2016-17. On this basis, the figure for 2016-17 is just below the milestone set, and the KPI has therefore been flagged amber. It should be noted that reclassification of some income sources took place during the migration to FMS with some additional income sources (totalling £2.1M for the 2015-16 / 2016-17 2 year average) now being included in figures reported for these income lines in Business Reports. To ensure reporting for the Strategic Plan in 2016-17 continues to be consistent with the baseline and the basis for determining the target, figures reported here exclude these additional income sources.	£23.8M

KPI	Description	Baseline Actual (2013-14)	Year 1 Actual (2014-15)	Year 2 Actual (2015-16)	Year 3 Actual (2016-17)	Status Nov 17 Year 3	Commentary - November 2017 Year 3	Year 3 Milestone (2016-17)
10	Increase total value of industry research income to £18M by 2020	£10.72M	£10.73M	£11.84M	£11.85M		Further work required. This KPI is amber-flagged as, although the 2016-17 figure is short of milestone, further significant income is forecast for 2017-18 and beyond. This income line is driven by industrial partners (Tier 1 and 2 members) in our industry engagement centres together with industrial sponsored awards. Whilst there was modest growth in UK and Overseas industry income during 2016/17, EU industry income declined year-on-year. Some of the slowing of growth in 2016-17 is considered temporary and due to phasing, forward projections are positive. In 2017-18 we are forecasting growth in Advanced Forming Research Centre (AFRC) income, linked to confirmed additional Tier 1 and Tier 2 memberships, and a strong industrial order book and pipeline. In addition, the Power Networks Demonstration Centre, Advanced Nuclear Research Centre and other industry-facing centres are on positive trajectories, with significant contributions to the University's industrial research income anticipated in 2017-18. It should be noted that the University secures additional income from industry, for example, to fund Chair posts. In line with HESA reporting requirements, this income is reported under Donations within the Financial Statements.	£13.9M
11	Increase number of non-EU students to 2,650 by 2020	2,032	2,256	2,437	2,578		On track. The annual intake target-setting process provides a clear route for reflecting continued ambition to grow the non-EU student population <i>beyond</i> the KPI target, with this distributed across the Faculties.	2,341
12	Diversity of non-EU student population (proportion from beyond the five most well-represented countries)	45.7%	48.1%	46.5%	46.3%		The top 5 sending nations in 2016-17 were China, Malaysia, UAE, India and Oman. As there has been a continuing small increase in dependency on 5 sending countries, and hence a marginal decrease in diversity in 2016-17, to around 46%, the KPI has again been flagged as amber. Although recruitment is concentrated on the top 15 markets, in total, Strathclyde has enrolments from over 100 markets. Recruitment from China and India continues to grow, and so the proportion of students from these nations is expected to increase. Recent economic and governmental changes in Malaysia, as well as ongoing similar issues in Nigeria, are expected to result in a decline in recruitment from these markets.	Annual monitoring
13	Proportion of international academic professional staff	34.4%	35.0%	35.5%	35.8%		On track.	Annual monitoring
14	Submit for the Athena SWAN Silver Institutional Award by 31 July 2020	Bronze Award Institutional Award renewed 2014	Two further bronze departmental awards achieved (total dept awards: 6).	Three further bronze and one silver renewal departmental awards achieved	Three bronze departmental awards were achieved during 2017 (total dept. awards 12).		On track 12 of 13 STEM departments now hold Athena SWAN awards (1 Silver, 11 Bronze). One remaining STEM department, Strathclyde Business School and HASS Schools are preparing submissions for November 2017 and April 2018. The University's Athena SWAN Bronze institutional award is due for renewal or upgrade to Silver at the end of November 2017. Collation of the submission is underway, led by the Gender Equality Officer and Athena SWAN Action Group, in cooperation with departments and relevant professional services. Athena SWAN criteria state that in order to apply for institutional Silver the majority of the University's STEM departments must hold Athena SWAN awards, with at least one Silver award held. Strathclyde has met these basic criteria and, following an assessment of progress against, and impact of, the University's 2014-17 Athena SWAN Action Plan, a decision was taken at Staff Committee in early 2017 to apply for the Silver award.	Narrative

KPI	Description	Baseline Actual (2013-14)	Year 1 Actual (2014-15)	Year 2 Actual (2015-16)	Year 3 Actual (2016-17)	Status Nov 17 Year 3	Commentary - November 2017 Year 3	Year 3 Milestone (2016-17)
15	Increase cash generated from operations by £3M per annum (baseline: 2017/18)	-	-	-	-	-	For KPI15, changes to financial reporting introduced in 2015/16, following the implementation of Financial Reporting Standard 102 (FRS 102) and the new Statement of Recommended Practice (SORP 2015), resulted in greater volatility in surpluses/deficits. As a result, the previous University-level 'operating surplus' performance measure was replaced with a new measure that offers a clearer focus on financial sustainability. This new University-level measure focuses on cash generation. Cash generation is an important sustainability indicator as it indicates how much cash the University will generate for future investment and for making repayments of its loans in accordance with the repayment schedule. The University is targeting an increase in cash generated from its operations of £3 million p.a. from 2017/18.	(baseline year: 2017-18)
16	Reduce carbon emissions by 25% from a baseline of 30,000 tCO ₂ e	29,313	29,722	28,323	25,363	●	On track. Our Year 3 carbon emissions figure is significantly ahead of the Year 3 milestone, and hence this KPI is green-flagged. Estates have advised, by way of further context, that the direct reduction in emissions targeted by this KPI will take longer than the time period of the Strategic Plan. Although the CHP project is set to significantly reduce emissions, this would not be sufficient to achieve energy savings targetted by 2020. External factors, particularly the de-carbonisation of the National Grid, are however mitigating the effect of lower carbon savings from CHP. Without the decarbonisation of the UK grid, our emissions would have increased to 31,829 tonnes CO ₂ e.	32,376

Outcome Agreement Annex 2018/19: Outline Working Draft

Background

1. On 26 October 2017, the Scottish Funding Council (SFC) published updated [guidance](#) on the Outcome Agreement (OA) process and timetable for negotiating 2018-19 University OAs, and monitoring of 2016-17 agreements. The guidance complements information set out in the [Letter of Guidance](#) to SFC on 18 October 2017 (received 25 October) from the Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville MSP. A more detailed briefing on the guidance is available in the 'Background Documents' section on the [Court SharePoint site](#).
2. The Outcome Agreement (OA) process is now entering its seventh year. The University currently has a new three-year Outcome Agreement in place covering the period 2017-20. Our intention is to address the additional requirements in the latest guidance in the form of an annex, or supplement, to the current 2017-20 OA. This approach has been used successfully twice previously and provides a means of responding flexibly to the additional requirements – enabling us to expand on some of the new topics and include examples of good practice, achievements and, importantly, impact of our activities.
3. In the guidance, the Minister requests *“a clear line of sight between [SFC] investment in colleges and universities and their contribution to the delivery of [Scottish Government] national priorities.*
4. She also makes reference to *‘intensification of the Outcome Agreement Process’*. This is further explained as keeping Scottish Government (SG) priorities at the fore. SFC is asked to *‘set ambitious targets to drive improvement and create a robust basis for assessing the impact of investment’*. *SFC is also asked to ‘secure greater support and commitment to OAs in institutions, especially from staff and student representative organisations’*.
5. On 8 November 2017, Shirley-Anne Somerville MSP, and Dr Mike Cantlay, SFC Chair, met with Principals of Universities and Colleges to discuss intentions with regard to ‘intensification’ of the Outcome Agreement process. Intensification was described as a ‘direction of travel’ and, beyond providing a ‘clear line of sight’ between investment and impact, was intended to enable SFC to direct/re-direct funding. It is understood SFC has been asked to seek to ensure funding is related to institutions signing up to ambitious targets.
6. Due to the late publication of the OA Guidance, and subsequent meeting between Scottish Government, SFC and the sector, the attached paper presents an [early working draft outline/framework](#) of our OA annex 2018-19, in order to meet SFC’s initial deadline for submission of a ‘well-developed draft’ by 15 December 2017. The headings used reflect those in SFC’s guidance. CBG and Court will have a further opportunity to review a full draft of the document in early 2018 prior to its finalisation and submission by SFC’s 31 March 2018 deadline. SFC are aiming to publish all agreements and funding allocations by April 2018.
7. Strategy and Policy will work with HR, Student Experience and Enhancement Services (SEES) and The University of Strathclyde Students’ Association (USSA) to consult with relevant stakeholders – paragraph 36 of the [guidance](#) sets out SFC’s expectation that we summarise how – from the outset of the process – our Outcome Agreement has been developed in consultation with students, the students’ association, staff, and with trade union representatives.

Strathclyde Engagement with SFC

8. The University's Outcome Agreement Team¹ met with the SFC on 3 October 2017. At that meeting, Strathclyde's ongoing positive relationship and engagement with the OA process was reinforced and we were encouraged to both continue with our positive performance trajectory in key areas such as widening access, STEM provision and industry engagement, but also to provide ideas and proposals to SFC on how the sector might address newer SG priority areas such as graduate skills alignment with industry need. Again, using a supplementary annex to address the 2018-19 additional requirements will provide us with the opportunity to elaborate on some of these key topics. Strategy & Policy are continuing to maintain close dialogue with SFC.

Recommendation

9. Court is invited to:
 - **Note** the approach to drafting a 2018-19 annex to our 2017-2020 Outcome Agreement noting that the SFC guidance was published on 26 October, much later than in previous years. Consequently, the draft OA Annex 2018/19 provided to Court is not as well developed as in previous years.
 - **Comment** on the early working draft outline, ahead of the date for initial submission of a 'well-developed draft' to SFC (15 December 2017).

¹ Professor Scott MacGregor; David Coyle and Rona Smith.

**Outcome Agreement Annex 2018/19:
WORKING DRAFT OUTLINE
[RESERVED ITEM]**

**Governance Act 2016: Future composition of Court
[RESERVED ITEM]**

Change of Department Name, Strathclyde Business School

Introduction

1. Following consideration by Senate, the Strathclyde Business School **seeks Court's approval** for a change in the name of the Department of Human Resource Management to the "Department of Work, Employment and Organisation". This change is intended to more accurately reflect and convey the academic coverage of the expanded department (following the transfer of some academic staff from the Department of Strategy & Organisation to the Department of Human Resource Management at the start of academic year 2017/18).
2. There is no overall reduction in posts or activities within the Business School.
3. This proposal was considered and endorsed by Senate at its meeting on 15 November 2017.

Rationale

4. SBS has been reviewing how best to align academic disciplines and areas of research, and also to release academic time for academic activities by reducing duplication or management and administrative activities where possible. This has resulted in a number of academic staff from the Department of Strategy and Organisation requesting to move to the Department of Human Resource Management due to a synergy of research interests.

Other Matters of Note

5. *Timeline*: Subject to Court's approval, the Business School will liaise with internal colleagues in order to implement the changes in line with the appropriate procedures. The intention is to launch the renamed Department no later than 1 August 2018.
6. *Academic Hierarchy*: SBS staff are liaising with University central services to confirm the academic hierarchy and subsequent coding; in summary at this stage we believe that the new title will replace the existing title with no change to coding required.
7. *PGR Students*: current PGR students supervised by staff within the renamed department have been given the choice of having the new departmental title or retaining the title under which they initially registered. The department will implement the wishes of the students.

Recommendation

8. Court is invited to **approve** this change of departmental name.

Research Integrity Statement 2016/17 November 2017

1. Introduction

The University of Strathclyde is committed to excellence in research and fully supports the UUK Concordat to Support Research Integrity. Research integrity is an essential element of research excellence and Strathclyde expects its researchers, students and staff to act with integrity at all times. Striving for excellence entails a constant pursuit of improvement and as the research environment evolves, Strathclyde will make positive adjustments in its approach to integrity to ensure the highest standards are adhered to.

2. Leadership

In recognition of the seriousness of its commitment to research integrity, the Associate Principal with responsibility for Research has designated responsibility for ensuring that the University responds to and upholds the Concordat. This responsibility extends to research and knowledge exchange policies, ethics, postgraduate research development and research governance. The Associate Principal is supported in this work by the Deputy Associate Principals with Research and Knowledge Exchange portfolios in addition to the following groups and committees:

- Research & Knowledge Exchange Committee (RKEC)
- University Ethics Committee (UEC)
- Animal Welfare Ethical Review Board (AWERB)
- Researcher Development Sub-Committee (Responsible to RKEC)

The committee structure enables cohesion and consistency of communication at a senior level across the faculties. This information is then communicated within the faculties via staff and student structures as follows:

- Responsibility for Research Integrity is distributed through the Academic Faculties via the Vice-Deans with responsibility for Research in each Faculty who represent their Faculty on RKEC. Agreement made at committee level is disseminated via faculty, departmental and school management structures.
- Student representatives participate in The Researcher Development Sub-Committee to ensure involvement in decision-making and communication of information into the wider student community. Expectations, information and guidance are also delivered to research students via their supervisors and postgraduate administrators in order to ensure that they are fully informed of best practice in research.

3. Named Person

The Named Person responsible for Research Integrity at University of Strathclyde is the Associate Principal responsible for Research. Any queries related to research integrity, research misconduct or other related matters should be directed to research-integrity@strath.ac.uk.

4. Policies

The University of Strathclyde has a range of Academic Policies and procedures aimed at clearly setting expectations for the standards of conduct of staff and students. The [Research Code of Practice](#) (for staff) and the [Policy and Code of Practice for Postgraduate Research Study](#) in addition to the [Code of Practice on Investigations involving Human Beings](#), are all documents that are designed to demonstrate the behaviours and attitudes that researchers and other staff should engender in pursuit of research integrity and research excellence.

5. Actions & Activities to Support and Strengthen Research Integrity

The University prides itself on serving research students with the highest standard of education and preparing its students and staff for their future careers in research through a combination of subject area knowledge and practical skills and experience. Knowledge and understanding of Research Integrity is essential for excellent research and so forms a core part of the researcher development experience wherever appropriate. The University delivers and demonstrates research integrity via three main routes: training, support and recognition.

5.1. Researcher Training

Early Career (PGR/PDRA/ECR) Researcher development is an integral part of our research strategy throughout the University. Strathclyde's Researcher Development Programme (RDP) is delivered by Faculties, Professional Services and external partners to offer the research community (including postgraduate research students, postdoctoral researchers, research fellows, research assistants and early academics) a range of opportunities to continue their personal, professional and career management skills development. Established through utilisation of Research Council's 'Roberts' funding, and now institutionally supported, provision is designed to help researchers enhance their generic skills, attributes and competencies for future employability both inside and outside of academia. RDP provision is mapped to the UK's Researcher Development Framework and Statement (RDF/S), which articulates the knowledge, behaviours and attributes of successful researchers.

Training for Mid-Career & Established Academics is delivered by our Organisational Staff Development Unit. In particular, the Unit's SPARK and SPIRAL programmes aim to deliver appropriate content to our researchers: SPARK's specific Researcher Development programme aims to empower staff, by providing them with the skills, experiences and understanding to reach their full potential, whilst at the same time providing the University with a means of assuring and enhancing quality in its research at all levels. Meanwhile SPIRAL focuses on developing and strengthening leadership across research and knowledge exchange. Both programmes contribute significantly to the culture of research integrity at Strathclyde.

5.2. Researcher Support Services

The University provides dedicated support in a number of areas in addition to structured training programmes to assist researchers in the fulfilment of their research responsibilities. Colleagues from across Professional Services provide specialist advice on topics with research integrity implications such as:

- Information Governance,
- Ethics in Human and Animal Research,
- Records Management,
- Data Management,
- Open Access and Open Data, and
- Cyber security.

This provision is often delivered via cross-disciplinary/departmental groups involving specialists from Strategy & Policy, Information Services and Research & Knowledge Exchange Services working with academics wherever appropriate.

6. Key Activities in the Current Year

Strathclyde has focused on ensuring that our policies and practices continue to be consistent with the latest advice and requirements. This work has included:

6.1. Updated version of the Research Code of Practice

Prior to the introduction of the Concordat on Research Integrity, the University of Strathclyde governed research practice through a Research Code of Practice (hereafter referred to as 'the Code'). In 2017, the Code was reviewed in order to ensure ongoing alignment with the principles of the Concordat. The existence of the Concordat greatly simplified the University's ability to articulate its existing stance on Research Integrity via the provision of a single point for justification. In addition to new references, the updated Code includes links to further policies and guidance that will assist researchers in producing research and research records that are transparent and robust. The Code has been endorsed by RKEC and Senate approval will be sought in early 2018.

6.2. Introduction of a person responsible for RI policy

With the appointment of the new senior officer role of Associate Principal (Research & Innovation), we have clarified that this individual has the institutional responsibility for research integrity including ensuring that all matters related to research integrity are highlighted and given an appropriate response. Alongside this role, a Research Integrity & Compliance Manager, based in Research & Knowledge Exchange Services, will ensure that the University sets appropriate policy in Research Integrity areas and in 2017 has worked with colleagues including those in Human Resources and Strategy & Policy on the Research Code of Practice and Process for Research Misconduct.

6.3. Intro of new RI training for PGRS

The University of Strathclyde has provided Research Integrity training for its postgraduate researcher students since the inception of its PGR development/training function. The content was previously provided in a group format by one of the University's Vice-Deans however this course was limited by the numbers who could attend and was based on the Glasgow campus which became increasingly restrictive. For this reason, Strathclyde purchased an online Research Integrity course developed by the University of Dundee and has embedded this into the RDP programme as an excellent means of delivering content to all our research students based on the Glasgow campus and around the world. The effectiveness of this approach in reaching and communicating appropriate content to our students will be reviewed in the coming year.

7. Activities for the Coming Year

7.1. Annual Research Integrity meeting of RKEC

From November 2017 the introduction of a regular annual meeting of RKEC specifically focused on Research Integrity will enable the committee to view and focus on all activities related to Research Integrity as a cohesive programme. The meeting will focus on identifying where review of relevant policies or activities are required as well as planning those reviews and any subsequent follow up activity.

The University Ethics Committee (UEC) is responsible to RKEC and its Annual Report and any reviews of The [Code of Practice on Investigations Involving Human Beings](#) will be aligned with the annual Research Integrity meeting of this committee. Any matters arising from the UEC annual report will be monitored via RKEC. The annual meeting will provide a focal point for review of training provision for researchers delivered via the PGRS Researcher Development Programme (governed by the Researcher Development Subcommittee) and the staff researcher training delivered via the Organisational Staff Development Unit (OSDU).

7.2. Continuous Improvement

In the coming review period, Strathclyde will undertake the following actions to ensure that our research integrity activity continues to be of the highest standard and meets the needs of the University:

- Monitor sector & government guidance for recommendations or guidance that provide an opportunity for improvement.

- Act upon lessons learned from any misconduct allegations and from reports prepared by UEC & AWERB.
- Seek out examples of best practice from other HEIs and research organisations.

8. Transparent, Robust, Fair, and Appropriate Processes for Dealing with Allegations of Misconduct

8.1. Introduction of new misconduct process and its inclusion in the code

In 2016/17 the University took the opportunity to formalise and make public its process for investigating research misconduct by including the process as an Annex to the Code. The process was updated to reflect the UKRIO best practice in handling such allegations. Clear responsibilities are outlined for senior members of staff in handling allegations. Internal processes and guidance have been created to ensure that any allegations made receive high quality management in adhering to standards of integrity but also in ensuring fairness for both the complainant and respondent. The result is a more robust and transparent process that enables the collection and reporting of the types of information that our research funders require to fulfil their own obligations as detailed below. The Code has been endorsed by RKEC and Senate approval will be sought in early 2018.

9. Formal investigations of research misconduct

The University of Strathclyde takes very seriously any allegations of misconduct including in relation to research.

Academic year 2017/18 will be the first year in which the University has collated information related to research misconduct in the format specified below.

In the period 2016/17, the University received 1 allegation of research misconduct (of the type: *failure to follow ethical guidelines*). Of this total, one was formally investigated and the allegation was upheld.

In future Strathclyde will report on any investigations undertaken in regard to allegations of research misconduct.

Type of Researcher (e.g. staff, student)	Type of Allegation (e.g. fabrication, falsification)	Informal Allegation	Formal Allegation	Stage 1	Stage 2

Scottish Code of Good HE Governance

Introduction

1. The Committee of Scottish Chairs (CSC) has recently completed a scheduled review of the 2013 Scottish Code of Good HE Governance. To carry out this review, the CSC commissioned a [Code Review Steering Group](#), chaired by Ian Marchant, former Chief Executive of SSE plc. and comprised of a range of sector stakeholders, including current and former Chairs and members of university courts, as well as student and trade union representatives. The Steering Group commissioned independent consultants from the Leadership Foundation for Higher Education (LFHE) to collect evidence for the Review which included visits to all Scottish universities to consult directly with a wide range of stakeholders.
2. The final [Code](#) has now been approved by the CSC, as the commissioning body and it is expected that the Scottish Funding Council (SFC) will make compliance with the new Code a condition of grant, via the SFC's Financial Memorandum. The Code is available to Court members on [SharePoint](#).
3. Court has considered and been assured of the University's compliance with the 2013 Code at appropriate points since its implementation. This paper sets out a number of new requirements resulting from the 2017 Code and highlights where the University currently sits in terms of compliance and how each requirement is being addressed.

Key Requirements for Review

4. In common with the previous Code, compliance is required on a "comply or explain" basis. Strathclyde is already compliant with many of the new requirements and most others will necessitate relatively minor amendments to policy or procedures or will be incorporated in reviews necessitated by implementation of the Higher Education Governance (Scotland) Act 2016 or of the recommendations from the Review of Effectiveness of Court and its Committees. There are, however, several areas where future consideration will need to be given to whether to approach them on a comply or explain basis as follows:

Court Membership

5. The New Code specifies that service on Court beyond three terms of three years, or two terms of four years, should be avoided. Exceptions may be permitted but must be explained. Where an existing member of the governing body is elected to serve as Chair consideration should be given to limiting the new Chair to a single term of office where that person has already served for a substantial period on the governing body.
6. The University's statute 2.7 and regulations 2.1.3 and 2.1.4 permit the term of office on Court of the Convener, Vice Convener and Treasurer to be extended to take account of their new role. It is assumed that existing members of Court will be appointed to these roles although this will not necessarily be the case with the Senior Lay Member, who will act as Convener following implementation of the Higher Education Governance (Scotland) Act 2016.
7. Appropriate amendment of the statute and regulations will be considered during the review of Statutes and Regulations required to implement the Higher Education Governance (Scotland) Act 2016.

Chair's Performance

8. The governing body is expected to appoint one of its lay members to serve as an intermediary for other members who might wish to raise concerns about the conduct of the governing body or the Chair and to lead the members of the governing body in appraising the Chair's performance, at least annually, without the Chair present.
9. The Vice-Convener of Court has been appointed to serve as an intermediary and Court members are invited to feedback on the Convener's performance via the annual survey of Court members. However, to-date, members have not considered a meeting necessary. The new requirement appears to reinforce the expectation for members to meet to discuss the Convener's performance.
10. When feedback is sought on the current Convener's first year in office, members will have the opportunity to consider whether to hold a short pre-meeting, without the Convener present, prior to the first Court meeting of the year.

Public Meeting

11. In addition to normal meetings of the governing body, the Institution is expected to hold an annual stakeholder meeting in public, at which representatives of the governing body, including the Principal, are expected to give an account of the institution's performance and should be available to answer questions. This event may or may not also include regular governing body business.
12. Strathclyde will hold a meeting as described from session 2018/19. The details will be clarified in due course and the meeting will be included in the schedule of Court meetings for 2018/19 as soon as a date is confirmed.

Compliance

13. The 2017 Code has three categories of compliance: must, expected to and should. Overall, it is more strongly worded towards compulsory compliance than its predecessor and is more specific, in some areas, on how compliance should be achieved. The Code was published in early October and confirmation from SFC of the timescale for compliance is awaited.
14. The new Code is structured according to seven high level principles. The new elements of each are considered in the table in Annex A with excerpts from the Code which include new or enhanced requirements and the current position at Strathclyde. The University is confident of compliance with the previous version of the Code and it is expected that the majority of amendments required will be taken forward in concert with the implementation of the Higher Education Governance (Scotland) Act 2016 (the "Act") or of the recommendation from the Review of Effectiveness of Court and its Committees (the "Effectiveness Review").

Recommendation

15. Court is invited to **note** the new/additional requirements of the 2017 Scottish Code of Good HE Governance and the recommendations for achieving compliance in the table at Annex A.

**Scottish Code of Good HE Governance
Annex A
[RESERVED ITEM]**

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

Background

1. The [Counter-Terrorism and Security Act 2015](#) contains a duty on Universities to have “due regard to the need to prevent people from being drawn into terrorism”. UK government guidance about 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. Membership includes a representative from each Scottish HEI; four members nominated by AUCSO (the Association of University Chief Security Officers); and the Head of the Scottish Government Connected Communities Unit. Representatives of NUS Scotland and UCU Scotland attend the Working Group by invitation.
3. The USCO represents the University on the Higher Education Prevent Working Group and attends meetings of the Local Multi-Agency CONTEST Group. The Head of the University’s Security Services is the Chair of AUCSO.
4. This paper updates Court on the actions taken to implement the guidance to ensure compliance with statutory obligations.

University of Strathclyde Prevent Working Group

5. The University Secretary and Compliance Officer 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.
6. The members are Dr Veena O’Halloran (Convener); Stuart Brough (Director of ISD); Claire Carroll (RKES); Prof Sara Carter (Associate Principal); Rachel Doyle (Safety Services); Sandra Heidinger (Director of HR); Gordon MacKenzie (Campus Security); Ray McHugh (Director of Marketing and Corporate Communications) and Gill Watt (Acting Director of Student Experience).
7. Two members of the USSA Executive (the Student President and VP Diversity) and the President of the Strathclyde University Muslim Students’ Association attend meetings of the University’s Prevent Working Group. The NUS opposes the legislation and hence the student representatives the Group as observers, rather than members. Separately from the meetings, they are consulted on Prevent matters relating to students.
8. The University Prevent Working Group agreed that existing managers should be the initial point of contact for any Prevent concerns with support from the University Prevent Working Group with ultimate responsibility residing with the University Secretary and Compliance Officer.

9. 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 USCO, who will then discuss it with the University Prevent Working Group.
10. No reportable concerns under the Prevent duties have been raised in the last year.
11. The Higher Education Prevent Working Group met twice in 2017 - in April and November. The minutes and follow-up actions were considered by the University of Strathclyde Prevent Working Group at its meeting in August and at the forthcoming meeting in December 2017.
12. The University Prevent Working Group reports annually to ET and through ET to the University Court.

Prevent Duty Guidance

Staff Briefings and Training

13. The Scottish HE Prevent Working Group has determined that formal training for University managers with a role in addressing the statutory duty will be organised regionally. The West region includes Strathclyde, Glasgow, GCU, GSA, RCS, SRUC-west and UWS and meetings are held annually to share experience, practical issues and lessons learned.
14. The statutory guidance also states that 'institutions should give relevant staff sufficient training to be able to recognise vulnerability to being drawn into terrorism and of what action to take'. On 1 June 2017 the Safeguarding and Vulnerability Team, Connected Communities Division (formally SPVEU) of the Scottish Government provided training for 50 University staff. Attendees includes Professional Services Directors, a Dean, Vice Deans, Faculty Managers and members of the University Prevent Working Group.
15. The workshop included an overview of the different types of Prevent training available and how this might be further rolled out across the University.
16. Training in the form of The Collaborative Outcomes Learning Tool (COLT) provided by the Improvement Service and designed for the HE sector in Scotland is being reviewed by members of the University Prevent Working Group. Feedback on the online training will be considered at the next University of Strathclyde Prevent Working Group meeting in December 2017. If deemed appropriate to the University's needs, roll-out to staff across the University will take place in semester 2 and over the summer of 2018.
17. A series of training for staff in student facing services is also planned for 2018 in the form of Workshops to Raise Awareness of Prevent (WRAP) which will be delivered by the Safeguarding and Vulnerability Team, Connected Communities Division.

Speakers and Events

18. The [Events and Speaker Policy](#) was approved by the Executive Team in November 2016 and is in operation across the University. The policy is now hosted on the University website.

Provision of Welfare and Pastoral Support

19. The University has a duty of care towards its students and is committed to providing sources of support and guidance for students should they require help or assistance.
20. The University have a well-established range of support services available. Where this includes interfaith facilities there must be clear policies and procedures in place governing their use and a senior member of staff should be responsible for the

management of these facilities.

21. The Acting Director of Student Experience, colleagues from SEES and the USSA Executive are working on proposal for the future provision of Interfaith Services at the university. Findings will be presented at the next meeting of the University of Strathclyde Prevent Working Group in December 2017.

Liaison with USSA

22. The university continues to engage with USSA on Prevent matters and representation from USSA forms part of the University Prevent Working Group.

Information Sharing

23. The Higher Education Prevent Working Group is working in conjunction with Police Scotland to establish a formal 'information sharing' protocol for Higher Education Institutions.

Safety Online

24. In complying with the Counter Terrorism Act the University has a responsibility to protect researchers. A policy is currently being established that will provide guidance on security sensitive research material.

Monitoring

25. The Scottish Higher Education sector's progress in complying with the Counter Terrorism Act is monitored by the Government through six monthly online questionnaires issued by the Safeguarding and Vulnerability Team. Summary reports are presented to the Government.

Recommendation

26. Court is invited to **note** the progress in addressing the duties placed upon the University by the Counter Terrorism and Security Act (2015) and **approve** the annual report.

Senate Report to Court

Senate met on 15 November 2017

FOR APPROVAL

*Senate invites Court to **approve** the following recommendations considered by Senate on 15 November 2017:*

1. Department Change of Name – Strathclyde Business School

Senate **endorsed** the change of name of the Department of Human Resource Management to the Department of Work, Employment and Organisation to reflect better the academic coverage of the expanded department, and **recommends** its approval by Court.

2. Amendment of Regulation 1.5.7

Senate **approved** the slight amendment of Regulation 1.5.7 (a) Composition of Senate Discipline Appeals Board to permit the Vice-Principal to nominate an appropriate Convener of the Senate Discipline Appeals Board when he is unable to act, and **recommends** the amendment to Court for approval.

FOR NOTING

*Senate invites Court to **note** the following items considered by Senate on 15th November 2017:*

3. NSS Planning 2018

Deputy Associate Principal Helyn Gould introduced a presentation on NSS Planning 2018 outlining to Senate the NSS Improvement Framework which provides an overarching framework for activity and action, centred on enhancement. Details were provided of a range of enhancement activities, planned or taking place. The approach focusses on a high degree of collaborative activity. Senate was informed by Executive Dean Professor Douglas Brodie of the work being undertaken on the NSS as part of an Executive Team project, which was looking at responses to improvement plans and would in due course provide a report and recommendations to Executive Team. Mo Alhassan, Vice President Education of USSA, described work that had been done by USSA to advance key objectives relevant to the NSS Improvement Framework, noting ways in which specific objectives could help towards improved performance in the NSS survey. Senate was advised of key dates and next steps in NSS planning activity.

4. Learning and Teaching Building Project Update

Associate Principal Professor Sara Carter updated Senate on the next stage of the Learning and Teaching Building Project. Stage 3 had focussed on the Design Consultation and had taken place from September to November 2017. Enabling Works had started in October 2017. An outline was given of the key dates for construction within the timescale of the project.

Senate was provided with a range of extracts of still images taken from the virtual reality walk through which the design contractor had provided to the project team. Senate was given an opportunity to comment on this and to put questions to Professor Carter. Further updates would be given at future Senate meetings.

5. Student Recruitment Update

The Director of Strategy and Policy updated Senate on student recruitment in 2017-18, outlining the context of the University's recruitment activity. The following key points were noted:

- In relation to Undergraduate targets, the University had achieved great success in exceeding SIMD0-20 and SIMD0-40 targets. SIMD0-20 had exceeded the target of over 500, and SIMD0-40 had exceeded the target of over 1,000.
- RUK and International recruitment targets (UG) had increased on 2016-17 targets, with year-on-year growth recorded, although this was variable by Faculty.
- In relation to PGT recruitment, in particular Scots/EU targets, the introduction of new loans introduced by the Scottish Government had had a positive impact on recruitment.
- RUK PGT recruitment figures were down overall year on year and below target, although this was variable by Faculty.
- International PGT recruitment was below target, though it was noted that in-year recruitment was ongoing.
- An outline was given of early PGR activity for 2017-18 entry which was still evolving, though was currently down year on year with a larger gap to target.

Current activity and next steps in relation to planning for 2018-19 intakes were outlined.

6. Graduate Level Apprenticeship (GLA) Update

Deputy Associate Principal Helyn Gould updated Senate on developments in the area of Graduate Level Apprenticeships. A timeline of activity to date was given. The University had achieved successful bids to deliver GLAs against frameworks in: Engineering: Design and Manufacture; IT: Software Development; and Business Management. A further 10 Frameworks were currently finalised and completed, with one pending publication. An overview of governance of the GLA initiative was given. The importance of key elements was stressed: the role of the steering group; cross-institution sharing of good practice, knowledge and skills to develop consistent high quality experience; ongoing and developing engagement with existing industry partners. An outline was given of priority areas for development.

7. Student Partnership Agreement

Associate Principal Professor Sara Carter introduced to Senate a new initiative currently being undertaken in partnership with USSA, the development of a Student Partnership Agreement. The development of the Student Partnership Agreement would promote student engagement activity in line with enhancement framework activity, at the same time further promoting the formalisation of the Student Voice. It was noted that approximately half of Scottish Universities have now developed similar agreements, and that as such this development would bring the University in line with this approach. Senate was updated on developments to date: an initial meeting had defined the set of key guiding principles; next steps included drafting and publishing the guiding principles, which would focus on key priority areas of mental health, employability and student accommodation. The timeline for the development and finalisation of the Student Partnership Agreement was given. It was anticipated that the final document would be presented to Senate for approval at its June 2018 meeting. The USSA Vice President Education welcomed the University's support for this initiative.

8. Financial Update

The Chief Financial Officer presented Senate with a financial update. The following summarised points of note were highlighted:

- Financial outturn for 2016/17 indicated a surplus, which although lower than that of 2015/16, indicated a good outturn. The key factors affecting this position were outlined.
- The Q1 Forecast for 2017/18 indicated a slight deficit in operating outturn.

- Key variances from the Q1 Forecast offset against the budget for 2017/18 were outlined.
- 2017/18 Forecast Income indicated a significant rise in research income from 2016/17.
- An outline at Faculty level was given of: 2017/18 overall tuition fees; 2017/18 non-EU tuition fees. It was noted that forecast gaps were expected to decrease by the end of the financial year.

Senate agreed that it was encouraging to note the growth in income over the last few years, which was indicative of the University's positive direction of travel. The importance of recognising the progress that had been made was stressed.

9. The Principal's update to Senate included the following:

- **Vision 2025**

Groundwork and preparations for the next Strategic Plan was underway. The four Faculties and Professional Services had presented their vision for the University in 2025 to Executive Team. Proposals from the sessions would be included in the strategic session of Court.

- **CESEAR Presidency**

The Principal would take up the role of President of CESEAR, the network of leading European technological universities, in January 2018.

- **Staff News**

- Senate congratulated Professor Ashraf Salama on his award of the 2017 International Union of Architects' (UIS) Jean Tschumi Prize for Excellence in Architectural Education and Criticism, in recognition of his achievements spanning his career.
- Senate was informed that the new Chief Commercial Officer, Adrian Gillespie, would join the University in January 2018.
- Progress in the appointments of Chancellors' Fellows was encouraging, bringing forward a wealth of global talent.

- **Widening Access - Working to Widen Access Report**

The report published by Universities Scotland, "Working to Widen Access", setting out key actions to be taken by Scotland's Universities to enhance students' opportunities and widen access, was welcomed. The University is in a strong position, having exceeded the target set for recruiting students from traditionally low-participation groups two years ahead of schedule. The University's leading position in the area of Widening Access was recognised across the sector.

- **Engineering Academy Awards**

Senate congratulated the Faculty of Engineering for its success in achieving the SQA Star award which the Faculty of Engineering's Engineering Academy received at a ceremony on 3rd November.

The University had received the Innovation in STEM/Training Award at the inaugural Global Game Changers Awards ceremony for the Scottish Space School at Strathclyde.

- **Review of NHS Targets and Indicators Review**

Professor Sir Harry Burns of Global Public Health has conducted a major independent review of health and care targets in Scotland commissioned by the Scottish Government to inform new systems for improving quality of health and social care. Senate welcomed this significant piece of work.

- **Changes to Senate Membership**

Senate was informed that in due course it would be required to consider how to meet the proposed future changes to Senate membership as stipulated in the Higher Education Governance (Scotland) Act 2016. Discussions had already taken place with the President of USSA. A working group would be convened to take this forward. Senate would be updated on further developments.

Executive Team Report to Court

The Executive Team met on 26 September, 9 October, and 1 & 8 November.

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

1. Health and Safety

Under the 'Safety Moment' held at the opening of each Executive Team meeting and led by the University Secretary and Compliance Officer, the Team took the opportunity to discuss health and safety matters including:

- significant incidents occurring on campus (or externally), including subsequent outcomes and lessons learned;
- implementation of the University's First Aid Standard;
- fire safety and an update on fire drills.

2. SIMS Report

The Executive Team received regular updates on the SIMS project and considered a revised project plan for SIMS Phase 2. Members noted that the Project Plan had been considered and approved for submission to Executive Team by the SIMS Executive Steering Group and agreed the critical importance of removing the institutional risk of continuing to host the Student Record on the current system.

In addition, the Executive Team reviewed the SIMS Phase 2 high-level milestones and **approved** Phase 2 of the SIMS Project.

3. Confucius Institute for Scotland's Schools (CISS) at the Ramshorn

The Executive Team discussed the University's Confucius Institute for Scotland's Schools (CISS) and its appointment as a Model Confucius Institute by the Confucius Institute Headquarters (Hanban). Members discussed the potential learning and cultural opportunities that would be created by proposals to relocate the CISS to the Ramshorn Theatre and the newly refurbished headquarters would provide purpose built space for conferences, business, exhibitions and cultural events.

Subsequently, the Associate Principal & Executive Dean of HaSS presented a business case to Executive Team for the investment required to establish the University's Confucius Institute for Scotland's Schools (CISS) within new accommodation at the Ramshorn Theatre. The Team noted that, whilst the overall value of the investment (£2.1M) was such that Court's approval was required to proceed, the majority of funding was being provided by Hanban (Confucius Headquarters), with a smaller contribution required from the University (£0.8M).

Members recognised the opportunity to create a new, dedicated hub for Sino-Scottish relations in the heart of Glasgow and the potential benefits of this for the University's wider strategic and collaborative activities. The Executive Team **endorsed** and **recommended** the investment to Court for approval.

4. Learning and Teaching Building update

The Executive Team received updates on the development of the Learning and Teaching Building. Members noted that the Executive Steering Group were focusing on the technical interior fit-out of the building, that the enabling works commenced in October, and that Stage 3 designs would be submitted in November.

5. Report for SFC: Annual Statement on Institutional-led Review of Quality – 2016/17

The Executive Team **endorsed** the report, prior to seeking approval from Court on 28 September 2017.

6. Doctoral Training Structures

The Executive Team considered a position paper providing an overview of the various structures used for Doctoral support provision in the UK HEI sector. Members noted that there had been a number of developments in postgraduate student opportunities over the last decade and that models of PhD provision were diversifying. Members commented on existing activity, particularly in relation to the University's Centres for Doctoral Training and expressed a desire to ensure that any new model was complementary to existing structures and strengths. Members noted that the proposed Strathclyde model would focus on the co-ordination of existing activity and would play a key role in promoting Strathclyde externally as a research-intensive university.

The Team **agreed** that an in-principle business case for the Strathclyde Doctoral Academy be developed for further discussion early in 2018 and that this should capture and reflect progress already achieved, whilst also focusing on how the University can effect a step change in this area.

7. Faculty Updates on NSS Activity

The Executive Deans provided an update to Executive Team on NSS Activity in each Faculty, including reflections on performance in the 2017 NSS and an overview of current and planned NSS improvement activity.

8. Transnational Education (TNE) Update report

The Executive Team received a TNE update report which followed on from the January 2014 University Review of Transnational Education. Members noted that recent developments in sector-wide TNE provision had been dominated by several distinct issues, including the continued investment in International Branch Campuses (IBC); consideration of the anticipated impacts of Brexit; and continued expansion and quality improvements in online education. Noting the fast moving sector developments with TNE, Members agreed that monitoring of opportunities for the University should be undertaken on an ongoing basis by Faculties and Departments/Schools.

9. Executive Team Strategy Session, 1 November 2017

At an evening session on 1 November 2017, the Executive Team met to discuss development of Vision for 2025 statements for discussion at Court Residential in November.

10. Draft Financial Statements 2016/17

The Executive Team considered the draft Financial Statements 2016/17 noting that the draft Statements had been considered by the Audit and Risk Committee in November. Members were

reminded of the new accounting standard (FRS102) introduced for the previous year's Statements and the resulting increased volatility in the reported year-end figures.

The Team welcomed an overall positive year-end result, noting the delivery of an operational surplus which was impacted by several significant items.

Members noted that it was expected that income from SFC would remain flat for the foreseeable future and therefore the generation of increased income from non-governmental sources remained a key priority for the University in order to resource major planned investments and take advantage of new opportunities.

11. Staffing Update

The Executive Team received a staffing update following on from the circulation, in June 2017, of an all-staff email providing guidance and highlighting the potential for flexible working and flexible retirement in advance of Accountability and Development Review meetings.

12. Q1 2017/18 Business Report

The Executive Team noted and reviewed the level of Q1 performance across a range of areas outlined in the Business Report. Members noted that a forecast deficit was primarily due to below target increases in tuition fee income (particularly in Non-EU fees), higher than budgeted salary expenditure, and lower than budgeted income from residences. The Team noted on-going challenges in regard to PGR populations and the need to increase recruitment in order to meet the growth target. Members reflected on the University's continued strong performance in relation to the recruitment and retention of SIMD entrants.

13. Strategic Plan 2015-2020: Year 3 Progress Report

The Team discussed a draft progress report on performance against the 16 KPIs within the Strategic Plan. The Team welcomed the progress achieved against a range of measures, whilst noting continuing challenges in key areas.

14. Draft Outcome Agreement Annex 2018/19

The Executive Team received an update on the development of the University's Outcome Agreement Annex for 2018/19 and commented on a draft outline of the annex. Members considered the approach to drafting a 2018/19 annex to the 2017-2020 Outcome Agreement, noting that the SFC guidance had been published on 26 October, much later than in previous years. Consequently, Members noted that the current draft annex was less developed than at the same point in previous years and agreed to circulate this to Court Business Group. The Team noted that a more developed draft would be prepared for Court's consideration on 30 November, ahead of a "well-developed" draft being submitted to the SFC by 15 December.

15. Draft Court Agendas, 30 November & 1 December 2017

The Executive Team reviewed, commented on and **approved** the draft Court agenda for 30 November & 1 December 2017.

16. Prevent Strategy – Annual report and update

The Team **commended** the annual report and update to Court.

Court Business Group Report to Court

The following items were discussed by Court Business Group on 16 November 2017 and are provided here for Court to note.

1. Matters arising not otherwise on the agenda

[RESERVED ITEM] 

The Chief Financial Officer (CFO) updated members on the results of a recent consultation by Universities UK (UUK) on the current funding position of the Universities Superannuation Scheme (USS). On the basis of responses received from participating employers, UUK had subsequently proposed that the defined benefit scheme be closed to further pension accrual and that, in future, pension savings should be made via a defined contribution arrangement. Members noted the likely immediate impacts of this proposal on industrial relations across the sector and within the institution. A further update would be provided to Court on 30 November.

The Principal took the opportunity to provide CBG members with additional information on a recently published decision by the Advertising Standards Authority (ASA). The ASA had received and upheld a complaint about a statement published on the University's website. Although the ASA had not disputed the veracity of the University's statement, "The University is ranked number one in the UK for Physics research according to REF 2014", it believed that the Times Higher Education (THE) should have been clearly referenced on the University's website as the source of the ranking. The University had expressed its disappointment with the finding but had agreed to comply by adjusting the wording of the statement accordingly.

2. Confucius Institute for Scotland's Schools at the Ramshorn

The Associate Principal & Executive Dean of the Faculty of Humanities and Social Sciences briefly presented a business case intended for consideration by Court on 30 November. CBG members welcomed the proposal to provide new accommodation for the Confucius Institute for Scotland's Schools (CISS) within the Ramshorn Theatre. This development was anticipated to bring significant strategic benefits, and provided a key opportunity to bring the Ramshorn Theatre back into regular use.

CBG discussed the paper intended for Court and suggested a number of additions or revisions in order to:

- Summarise the positive progress achieved in the development and impact of the Confucius Institute in recent years and what the proposed development will mean in terms of future enhanced delivery/activity;
- More strongly emphasise the links and engagement with schools;

- Highlight the credibility and reputation enhancements for the wider University that come from the success of the Confucius Institute, particularly in discussions with potential overseas partners; and
- Quantify, at a headline level, the projected additional maintenance overheads that would result from developing the Ramshorn and bringing it back into regular use.

CBG welcomed the intention to present the business case to Court, subject to the minor amendments highlighted above.

3. Financial Statements 2016/17

The Chief Financial Officer (CFO) presented the draft Financial Statements for 2016/17. Members noted the following key messages for Court:

- An overall positive year-end result, including the delivery of an operational surplus position;
- A significant overall increase in recurring annual income;
- A number of significant items impacting the year-end position, including unrealised gains on investments, gains from the disposal of spin-out investments, restructuring costs, and the costs associated with the development of a new Student Information Management System (SIMS);
- Whilst strategic and research funding from the Scottish Funding Council (SFC) had increased, income from SFC in the form of recurrent teaching funding had decreased;
- Increases in tuition fee income across all areas of activity, with significant increases in income from non-EU fees, despite on-going, sector-wide challenges;
- Increase in expenditure, with a significant proportion of this attributable to sector-wide increases in National Insurance and pension contributions;
- Cash balances which were higher than the previous year, due to recent capital disposals, with an expectation that these would decrease in subsequent years as a result of planned investments in the University estate;
- The University's position, relative to the Scottish and UK higher education sectors, in regard to current borrowing and liquidity;
- Projections on future borrowing by English institutions suggested a significantly increased level of investment within the UK sector which was reflective of growing competition.

CBG welcomed the key messages for Court, noting also the expectation that SFC income would remain flat for the foreseeable future and therefore the generation of increased income from non-governmental sources remained a key priority for the University in order to resource major planned investments and take advantage of new opportunities.

CBG members also requested that the Financial Statements presentation to Court include a demonstration of the collective impact of recent years' strategic staffing appointments, particularly in regard to financial sustainability and growth.

4. Q1 Business Report 2017/18

The CFO and the Director of Strategy & Policy introduced the Q1 Business Report 2017/18. Members noted the following key messages for Court:

- An overall forecast surplus of **[RESERVED]**, compared to a budget of **[RESERVED]**;
- A Q1 forecast operating deficit of **[RESERVED]** (compared to a budgeted break-even figure);

- This forecast deficit was primarily due to below target increases in tuition fee income (particularly in Non-EU fees), higher than budgeted salary expenditure, and lower than budgeted income from residences; and
- The activity underway, driven by the Executive Team, to address the position and ensure a positive year-end result.

CBG discussed the Q1 Business Report and specifically considered:

- The disaggregated financial position – most notably in relation to each Faculty – and how best to convey this to Court;
- The collective, multi-year impact of below target increases in tuition fee income and the desire for further information to be provided in support of Court's discussions to help identify and understand any specific areas of underperformance.

It was agreed that the CFO and the Director of Strategy & Policy would meet with the Treasurer to discuss these issues and to consider potential future enhancements to the format of Business Reports that might assist Court's understanding of the quarterly financial position.

5. Strategic Plan 2015-2020: year-end progress report 2016/17

The Director of Strategy & Policy introduced the year 3 progress report on the 16 KPIs in the University's Strategic Plan. Members welcomed the report and the progress achieved against a range of measures, noting that the majority of KPIs were 'on track' or ahead of relevant milestones. A small number of KPIs had been flagged to indicate that further work was required and these would be discussed at Court on 30 November 2017.

6. Outcome Agreement 2017-2020: Draft Annex 2018/19

The Director of Strategy & Policy presented an early working draft outline of the 2018/19 Supplementary Annex to the University's Outcome Agreement for 2017-2020. This was intended to address additional requirements set out in the SFC's most recent guidance. Members noted that the University was in a strong position to be able to address the additional requirements and that the Annex would be developed further ahead of the Court meeting on 30 November 2017. The University was required to submit a 'well-developed' draft to the SFC by 15 December 2017.

The Director of Strategy & Policy agreed to refine the covering paper to ensure that the nature and purpose of the Annex, as a key document supplementing the existing Outcome Agreement, and with the flexibility to fully address additional requirements of SFC, was communicated clearly to Court.

7. Draft Court Agendas, 30 November & 1 December 2017

Members considered and **approved** the draft agenda for the Court residential meeting on 30 November and 1 December 2017, subject to some slight revisions of the timings in order to accommodate senior diaries.

8. AOB

There was no other relevant business.

Court Membership Group
[RESERVED ITEM]

Report to Court from Audit and Risk Committee

The Audit and Risk Committee met on 2 November 2017.

Audit and Risk Committee makes recommendations to Court in regard to the following items:

1. Financial Statements 2016/17

Prior to the meeting, the members of the Audit and Risk Committee met in closed session with the Internal and External Auditors to discuss the draft Financial Statements. This allowed the Internal and External Auditors the opportunity to raise any issues of concern with members of the Audit and Risk Committee. No matters were reported to the Audit and Risk Committee as requiring further consideration.

The draft Financial Statements and accompanying commentary from Finance were presented during the main meeting. Following discussion amongst members, the presentation from Finance and the assurance provided by an unqualified report from the External Auditors, the Audit and Risk Committee **recommends** to Court that:

- i. The draft Financial Statements for 2016/17 be approved (subject to final minor amendments and presentational details); and
- ii. The relevant officers be authorised to sign the printed statements in due course.

2. Appointment of External Auditors

The Committee noted that the 2016/17 audit process had gone well and that the performance of the External Auditors had been satisfactory.

On this basis, the Audit and Risk Committee **recommends** to Court that Ernst & Young LLP be retained as the University's External Auditor for the audit of the 2017/18 Financial Statements, noting that this would be the final year of the current contract and that a full tender process would be undertaken in late 2018.

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

3. SIMS Project

The Committee was updated on the revised plan for the SIMS project, recently approved by Executive Team. This plan involved re-scoping and re-phasing the project, with a second phase focused on moving the existing core Student Records functionality from the current platform to the in-house Oracle database.

Simultaneously, an independent external review of the deliverables from the project to date ('Phase 1') would be undertaken to assess quality, robustness of coding and usability, and to identify what would be required to achieve full implementation of the PeopleSoft Campus Solutions.

4. IAS Activity Report

The Committee **noted** the progress made against the delivery of the Audit Plan for the current academic year which was on target.

Further to discussion at the previous meeting, the Head of IAS confirmed that all contracts of Tier 2 partners in the EPSRC Future CMAC Research Hub were now fully completed. He also confirmed that

the audit of Estates maintenance did confirm there were adequate processes in place for monitoring the quality of maintenance works.

5. IAS Management Action Update Report

The Head of IAS noted that there were ten outstanding actions from earlier reports, six of which related to the Review of USSA and had been on hold pending the appointment of key staff but would now be actioned and would be monitored during the 2017/18 review.

6. IAS Review of Alumni and Development

Members noted the Report on the review of Alumni and Development and were interested in the anticipated effects of the forthcoming General Data Protection Regulations on alumni giving. The USCO confirmed that preparations were underway to ensure that appropriate processes, guidance and support would be in place to minimise any potential negative effects.

7. IAS Review of Business Continuity Management

Members noted the Report on the review of Business Continuity Management and the overall grading. The recently appointed Risk and Resilience Manager was progressing significant work to develop a more coherent, multi-layered approach and support for managers developing plans. The Risk and Resilience Manager would be invited to present to Audit and Risk Committee at the May meeting.

8. Investigation Under the Public Interest Disclosure (Whistleblowing) Policy

The USCO reported that the Vice-Convener of Court had been approached by an individual seeking protection as a whistleblower. Given the nature of the complaints the Convener of Court acted as the Designated Person under the Public Interest Disclosure Policy. An investigation was undertaken into financial issues raised and concluded that there was no case to answer. Members noted that the Public Interest Disclosure (Whistleblowing) Policy was due for review this academic year.

9. Audit Committee Annual Report 2016/17 – Final Draft

The Committee noted and **approved** the Annual Report 2016/17 and its submission to Court (see Annex A).

UNIVERSITY OF STRATHCLYDE
AUDIT COMMITTEE ANNUAL REPORT TO COURT
Year ended 31 July 2017

This is the University of Strathclyde Audit Committee's Annual Report for 2017 covering the financial year 1 August 2016 to 31 July 2017.

1 INTRODUCTION

- 1.1 As a leading international technological university, Strathclyde has a very clear focus on the delivery of world-leading research, knowledge exchange and teaching and learning programmes augmented by partnerships with business, industry and government.
- 1.2 The University's investment in campus infrastructure and management information systems has continued in order to develop a dynamic, technology-enabled and sustainable environment for staff, students and partners. The University has also pursued new opportunities in support of its ambitions and strategic objectives, building upon existing strengths.
- 1.3 The Audit Committee has continued to fulfil its role by providing an objective assessment to the University Court on the adequacy and effectiveness of the University's systems of internal control. Under the Audit Committee's direction, the continued review of management practices, operations, systems and procedures (including risk management, control and governance) by the Internal Audit Service (IAS) allowed for the timely identification of risks, opportunities, and issues. In addition, Audit Committee members visited key operational areas of the University and met with leaders of key initiatives throughout the year.
- 1.4 During 2016-17, under the Audit Committee's direction, IAS continued to focus resources on the three major aspects of audit work – *key strategic elements*, *essential annual reviews* and *risk-based operational reviews*. Implementation of the University's Accountability & Assurance Framework helped to support a continually developing culture of good governance and sound internal control. Through this framework, the Principal is supported in the requirement for him to certify the Statement of Internal Control in the University's Annual Report and Financial Statements by Assurance Statements provided by the Chief Financial Officer, University Secretary and Compliance Officer and the Executive Deans.

2 MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 The membership of the Committee in 2016-17 is detailed below with the Terms of Reference (as reviewed by the Committee on 24 March 2016) appearing in Appendix 1.

Name	Position	Term of Office
Kerry Alexander	Lay Member of Court	01/08/16 – 31/07/19
Archie Bethel	Lay Member of Court	01/08/16 – 31/07/19
Sue Bruce	Co-opted Member	01/08/16 – 31/07/17
Paula Galloway	Co-opted Member	01/08/14 – 31/07/17
Gillian Hastings (Convener)	Lay Member of Court	01/08/15 – 31/07/18
Jane Morgan	Lay Member of Court	01/08/16 – 31/07/19

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- 2.2 From 1 August 2017, Gillian Hastings stepped into the role of Treasurer and Paula Galloway became Convener of the Audit Committee and also a member of the University Court. Ms Hastings was therefore Convener for the financial year 2016-17 but Ms Galloway had taken over the role by the time the Financial Statements were approved in November 2017.

3 MEETINGS IN 2016-17

- 3.1 The Committee met on five occasions during the year:

8 September 2016
10 November 2016
9 February 2017 (Annual Workshop)
23 March 2017
25 May 2017

- 3.2 The Head of Internal Audit (or nominee), the Chief Financial Officer, the Chief Operating Officer and the Committee Manager were also in attendance. The Principal attended meetings in September, November, February and May. Other members of senior staff were invited to attend when appropriate. Representatives from the University's External Auditors, Ernst & Young LLP, attended four meetings during the year, including the Committee's Annual Workshop (September, November, February and May).

- 3.3 The Committee members took the opportunity to meet privately, prior to the start of each meeting, without University officers in attendance.

- 3.4 Prior to the November 2017 meeting (where the 2016-17 Financial Statements were discussed) the members of the Committee met in closed session with the Internal Auditor and with the External Auditors.

- 3.5 As part of its 2016-17 programme of meetings the Committee visited different areas of the University, including:

- Advanced Forming Research Centre (AFRC), based in the Department of Design, Manufacture & Engineering Management, Faculty of Engineering – to meet senior staff, tour the facility and discuss recent and planned major initiatives/partnerships and relationship management.
- Educational Enhancement, based in the Student Experience & Enhancement Services Directorate - to meet senior staff and discuss the Digital Education Strategy and Learning Analytics pilot projects.

- 3.6 The Committee also received presentations from members of senior staff on a range of strategically important activities, providing an opportunity to scrutinise the arrangements for governance and internal control:

- Outcomes of the 2016 Research Audit and the University's preparedness for a future Research Excellence Framework (REF). (September 2017)
- Follow Up to 2014 Review of MBA Debtors and implementation of standard operating procedures and stronger partner agreements across the centres. (February 2017)
- The University's involvement in the National Physical Laboratory (NPL) and plans for a Scottish Hub. (February 2017)
- Impact of the Performance Development Group (PDG) which was established in 2014 with a remit encompassing: supporting delivery of progress against the

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University's Strategy; promoting best practice; and identifying opportunities for enhanced income generation. Early in 2015-16 the remit was re-focused more explicitly on financial performance. (February 2017)

4 INTERNAL AUDIT SERVICE 2016-17

- 4.1 The University is required by the SFC's Financial Memorandum to have an effective internal audit function. This is provided at the University of Strathclyde by an in-house team. During 2016-17 the Head of Internal Audit retired and a new fixed-term appointment was made in April 2017. The Unit was also staffed during the 2016-17 financial year by the two Senior Internal Auditors (1.6 staff FTE).

Role of the Internal Audit Service

- 4.2 The primary role of the IAS is to provide an objective assurance and opinion to the Principal and Court, via the Audit Committee, on the adequacy and effectiveness of the University's systems of risk, governance and internal control. This is obtained through conducting audit reviews of management practices, operations, systems and procedures (including risk management, control and governance), and measuring and evaluating the effectiveness of these controls and systems in achieving the University's strategic objectives.

Internal Audit Assurance Strategy and Plan for 2017-18

- 4.3 At its May 2017 meeting the Committee considered and endorsed the Internal Audit Assurance Strategy and Plan for 2017-18. The strategy is structured around three major aspects of audit work:

- Key risk based audits
- Recurrent audit activities (including VFM)
- Monitoring and advisory work

- 4.4 The plan was developed to allow IAS to focus more strategically on priority areas and, specifically, will allow IAS to concentrate resources on areas of strategic risk to the University whilst retaining the flexibility to respond to a changing environment. Maximising the available audit resources in this way will help to provide a comprehensive annual audit opinion, covering the whole of the risk management, control and governance arrangements of the University.

Annual Report from Internal Audit Service 2016-17 and Audit Assessment

- 4.5 The Committee received the IAS Annual Report 2016-17 at its meeting on 7 September 2017. The Report serves to provide an independent opinion on the adequacy and effectiveness of the University's arrangements for governance, risk management, control and value for money. It also provides a summary of the activity and resources of the IAS during 2016-17.

- 4.6 In its Report, the IAS provided assurance that the University had in place an adequate and effective framework of governance, risk management, control, and value for money processes. This assessment was based on:

- The assurance work undertaken throughout the year and in previous years;
- The follow-up actions implemented from previous audits;
- The effects of any significant changes in the university's control environment;
- The results of consultancy/ad hoc work undertaken during 2016-17; and

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- The signed statements of assurance provided by all Heads of Department and Directors to Executive Deans, University Secretary and Compliance Officer, and Chief Financial Officer.

Accountability & Assurance Framework (Key Controls Checklist)

- 4.7 A refreshed Key Controls Checklist document, incorporating the required changes arising from the implementation of the new Finance Management System (FMS), was issued to every Head of Department/School and Professional Services Director in June 2017. Coverage was extended to include a number of additional areas considered to be largely self-contained.
- 4.8 This self-assessment document, covering key areas of internal control and governance, was completed by Heads of Department/Directors and managers identified as being in charge of significant stand-alone functional areas. Statements of Assurance were then provided to the Executive Deans, Chief Financial Officer and the University Secretary and Compliance Officer. These officers in turn signed Statements of Assurance addressed to the Principal and University Treasurer to confirm compliance with key University policies and procedures within their area of control.
- 4.9 In this way, the Principal, as signatory of the University's Annual accounts, is assured that the key internal controls are working effectively within Faculties and Professional Services Directorates. The process also serves as a means by which any areas of concern can be referred upwards for consideration at a higher level. The Audit Committee was apprised of the details of this process for 2016-17 and provided with the signed statements of Assurance from Deans, Chief Financial Officer and the University Secretary and Compliance Officer.

Internal Audit Performance

- 4.10 The staffing complement in IAS is relatively low, at 2.4 FTE, but is very experienced, and was considered adequate for delivery of the 2016/17 Audit Plan. A new Head of IAS was appointed in April 2017 following the retirement of the previous Head of IAS in November 2016.
- 4.11 In 2014 the IAS participated in the Council for Higher Education Internal Auditors' (CHEIA) peer review exercise for Internal Audit in the Higher Education Sector. This assessment process takes account of relevant professional standards, including the Public Sector Internal Audit Standards, and the IAS was awarded an overall rating of 97%.
- 4.12 While this peer review provided the University with some degree of assurance in terms of Internal Audit record preparation, process and reporting, the new Head of IAS intends to introduce a more formal Quality Improvement Programme from 2017/18 in line with the updated Public Sector Internal Audit Standards (PSIAS).
- 4.13 This programme should be designed to enable an evaluation of the internal audit activity's conformance with the PSIAS and an evaluation of whether internal auditors apply the Code of Ethics. It should also assess the efficiency and effectiveness of the internal audit activity and identify opportunities for improvement.

5 EXTERNAL AUDIT

External Auditors

- 5.1 Following their re-appointment in 2011-12 for a period of five years, Ernst & Young LLP continued to act as External Auditors to the University. The audit of the Financial Statements for 2015-16 had marked the end of the original appointment of the External

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Auditors. At its meeting on 10 November 2016, Audit Committee agreed to recommend to the University Court that Ernst & Young LLP be reappointed, as permitted by the conditions of the original appointment, for two years and three months. This would allow a future tender process to begin later in 2018 with a view to recommending a new appointment to Court in February 2019.

- 5.2 Mr Stephen Reid fulfilled the role of Audit Partner and Mr Rob Jones was the Engagement Manager.

Non-Recurring Audit Services Provided by the External Auditor

- 5.3 In 2016/17, there were no non-recurring audit services provided by the External Auditor. The total value of audit and audit related assurance services provided was £56,000 plus VAT.

Non-Audit Services Provided by the External Auditor

- 5.4 During 2016/17, the University appointed Ernst & Young LLP to provide consultancy advice in relation to various tax matters and various other reporting matters. These appointments were fully compliant with the University's *Policy on the Provision of Non-Audit Services by the External Auditor*. The total value of non-Audit services provided was £40,000 plus VAT.

- 5.5 Ernst & Young LLP confirmed that audit work was performed by team members separate from those providing non-audit services and the Audit Committee was satisfied of the objectivity and independence of the external auditor in relation to non-audit services supplied.

External Audit Plan 2016-17

- 5.6 At its May 2017 meeting the Committee considered and approved the External Auditors' Audit Plan for 2016-17, including the proposed approach for the audit of the 2016-17 financial statements. This was aligned with an assessment of relevant market factors and operational, financial and business risks, as well as the Audit Committee's service expectations and feedback from previous audit exercises.

- 5.7 Key areas of focus will include accounting for property, plant and equipment, income recognition, research income, tuition fee and commercial income, accounting for pension obligations, provisions and management override of controls.

Review of Performance of External Auditors

- 5.8 At its November 2017 meeting, the Audit Committee considered and discussed the performance of the External Auditors. Overall, the view was that the External Auditors were performing well and the Committee was satisfied with their work.

6 RISK MANAGEMENT

- 6.1 In accordance with its Terms of Reference, the Committee kept under review the effectiveness of the University's risk management arrangements, receiving and discussing the Corporate Risk Register at regular intervals throughout 2016-17. The Committee was satisfied that processes were in place to ensure the identification of key risks and that appropriate mitigating actions were planned and undertaken in response. In addition, a number of risk owners and senior officers were invited to attend meetings to discuss the management and mitigation of selected strategic risks (see 3.6 above).

7 VALUE FOR MONEY

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- 7.1 The University's Internal Audit Service (IAS) has, as a key objective in every audit review, the aim of ensuring that the University obtains best value from the use of its resources. Some reviews are also undertaken with a clear focus on value for money issues.
- 7.2 The University's commitment to achieving value for money from all of its activities is clearly articulated in the Strategic Plan and is also demonstrated in its wider governance structures and in a wide range of policies, procedures and business processes, as outlined below.
- 7.3 Annual Plans and Budgets specifically require that 'all efforts should be made in achieving value for money in our operations', whether by increasing income generation relative to cost or through explicit cost reductions and other efficiency savings.
- 7.4 Quarterly Business Reports provide detailed performance information on financial and key business targets, including a range of Key Performance Indicators and other metrics, which have been developed in support of the University's Strategic objectives, including, in particular, those in support of the Strategic Theme of Operational Excellence.
- 7.5 Staff costs are the single largest expenditure item for the University. Annual Development Reviews (ADRs) support the University in seeking to realise the potential of all staff and to maximise performance across the whole University.
- 7.6 The University's Procurement Strategy, Policy and Procedures reflect specifically the requirement in relation to all non-staff spending to "maximise value for money by working collaboratively with Faculties, suppliers and other public bodies to implement efficient and cost-effective sustainable procurement practices."
- 7.7 All aspects of the University's Estates Strategy are rigorously tested and challenged to ensure value for money. Detailed options appraisals are undertaken to validate proposed activity before approval is sought; projects are competitively tendered; and expenditure against agreed plans is closely monitored until completion of the project.
- 7.8 The University is also making a significant continuing investment in Information Systems and Infrastructure, with the Information Services Directorate's objectives specifically requiring the delivery of 'efficient and effective services which provide value for money to the institution'. The delivery of new and enhanced information systems directly facilitates value for money, with new systems supporting improved and more efficient ways of working.
- 7.9 The University's Business Improvement Team (BIT) is committed to continuous improvement, which directly supports the University's commitment to achieve value for money and is recognised as a sector leader in the field of higher education continuous improvement. The team has undertaken specific improvement reviews across a number of areas as well as supporting the embedding of continuous improvement practices in a number of professional services areas.

8 FINANCIAL STATEMENTS

- 8.1 As part of its review of the Financial Statements, the Audit Committee reviewed the draft Statement on Corporate Governance and Internal Control at its meeting on 7 September 2017 before it was incorporated into the Financial Statements. The Committee considered the draft Financial Statements for the year ended 31 July 2017 at its meeting on 2 November 2017.

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9 OTHER BUSINESS

The Committee considered a range of other relevant business during 2016-17, including the following:

University Financial Position

- 9.1 During 2016-17 the Committee received updates, as appropriate, on the University's financial position.
- 9.2 At its meeting on 2 November 2017, the Committee provided scrutiny of the Financial Statements for the year ended 31 July 2017, in the presence of the External Auditors. A pre-meeting with the Internal and External Auditors (see 3.4 above) provided the opportunity to raise any issues of concern with members of the Audit Committee. No matters were reported to the Audit Committee as requiring further consideration.

University of Strathclyde Students' Association (USSA) Review

- 9.3 Audit Committee received a review report on USSA which was timed to review the previous financial year and therefore fell into early audit work in 2016/17. Financial performance in 2015/16 had improved on the previous year and the Association was in surplus at 31 July 2016. There had been a number of changes in governance and management arrangements as a result of an organisational review including amendments to the constitution and the appointment of a new Chief Executive. The audit evaluation was satisfactory although it was recognised that this was still a work in progress. The committee welcomed the positive developments and progress made.

Technology & Innovation Centre (TIC)

- 9.4 The Audit Committee received and considered information on the progress achieved by the TIC against its agreed objectives and targets at the Committee's workshop session in February 2017. A mainstream financial performance review would be conducted at Department/School level and it was planned to roll this into the annual planning and monitoring processes rather than to continue to separate out TIC activity given that TIC was not constituted as a separate business unit. The Audit Committee was content with this approach.

Transparent Approach to Costing (TRAC)

- 9.5 The Committee considered a report on the University's TRAC submission to the Scottish Funding Council (SFC). The final figures in the TRAC return had been audited and approved by the IAS.

Information Security and Risk Analysis

- 9.6 The Committee continued to offer robust scrutiny of this area during 2016-17. Members sought assurances that the University was appropriately managing information security risks and was suitably equipped to respond to incidents, should they occur. Some of the key information security-related initiatives and activities undertaken during the preceding year included: daily penetration testing, plans to make use of ethical hacking and continued initiatives to increase awareness and training amongst staff and students of their individual and collective responsibilities.
- 9.7 Audit Committee was assured that measures were taken to proactively scan and monitor University systems, block suspect mail, support those whose accounts were compromised and deal with vulnerabilities as they were identified.

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Other Reviews

- 9.8 In addition to the activity described above, a number of other key audit reviews were undertaken across the University in 2016-17. Subsequent findings were reported to the Committee by the IAS in each case. Additional areas where management practices, operations, systems and procedures were reviewed in 2016-17 included:

- Incidental Business Expense Claims
- Faculty of Engineering
- Data Protection Arrangements
- Conferencing & Events
- Industrial Biotechnology Innovation Centre
- Strathclyde Business School Review
- USSA Review 2015-16 Final Report
- EPSRC Future CMAC Research Hub
- Maintenance
- Purchase to Pay

Annual Workshop

- 9.9 The Committee held its Annual Workshop on 9 February 2017. This provided an opportunity for Committee members and attendees, including the External Auditors, to reflect on a number of important matters in a less formal setting than the regular business meetings. The Committee held strategic discussions on a range of topical audit issues, including: Information Security, Performance Development and a session (facilitated by the External Auditors) on key risks for the Sector and the University. The Committee also took the opportunity to review its own effectiveness and its Terms of Reference.

Public Interest Disclosure (Whistleblowing)

- 9.10 During 2016-17, the University was made aware of one potential Public Interest Disclosure of matters relating to the management of Research Council funds. An internal enquiry concluded that there was no evidence of financial malpractice. The report was shared with the Convener of the Audit Committee and then considered at a meeting of Audit Committee.

Fraud Prevention

- 9.11 The University was made aware of one potential case of fraud during 2016-17. An investigation was undertaken and the report shared with the Convener of the Audit Committee and forwarded to Audit Committee for consideration. The case was taken forward through the staff disciplinary procedure.
- 9.12 The Fraud Prevention policy was due for review and the revised policy would be brought to Audit Committee for comment and recommendation to Court. Cases requiring the use of this policy were rare and the experience of this case would be used to inform the review of the policy.

10 OPINION

- 10.1 On the basis of the information presented to the Committee by the University management, IAS, Ernst & Young and other sources, and the discussion and review of that information within these groups, it is the Audit Committee's view that the University's arrangements for:

- a) Risk management;
- b) Internal control;
- c) Corporate governance; and

Audit Committee Annual Report to Court 2016-17

d) Economy, efficiency and effectiveness (VfM)

during the year 2016-17 were adequate and effective and can be relied upon by the Court.

- 10.2 The Committee is satisfied that, during 2016-17, the University has complied with and applied the principles set out in the Scottish Code of Good Higher Education Governance.
- 10.3 The Committee is also satisfied that the Governing Body's responsibilities, as defined in the Statement of Primary Responsibilities of the University Court in the Financial Statements, have been satisfactorily discharged.

Ms Paula Galloway
Convener of the Audit Committee
November 2017

Audit Committee Annual Report to Court 2016-17

Appendix 1: Terms of Reference

Audit Committee

Terms of Reference

1.2.7 The Audit Committee reports to the University Court and oversees the arrangements for external and internal audit of the University's financial and management systems and the activities and processes related to these systems. The specific duties of the Audit Committee shall be to:

- (a) keep under review the adequacy and effectiveness of the University's corporate governance arrangements, and its financial and other internal controls systems, including in particular the system of risk management, and to provide an opinion annually to the Court on these matters
- (b) consider the effectiveness of the University's arrangements for the prevention, detection or investigation of questions of fraud or other financial irregularities and be notified of any actions taken in line with such arrangements
- (c) advise the Court on the appointment of the external auditors, the audit fee, and any questions of resignation or dismissal of the external auditors
- (d) discuss with the external auditors, before the annual audit begins, the nature and scope of the audit
- (e) discuss with the external auditors any issues and reservations arising from the annual audit, including a review of the management letter, incorporating management responses and any other matters the external auditors may wish to discuss
- (f) to review and approve policy on the engagement of the external auditors to supply non-audit services
- (g) monitor annually the performance and effectiveness of the external auditors, including any matters affecting their independence or objectivity, and make recommendations to the Court concerning their reappointment, where appropriate
- (h) consider and advise the Court on the criteria for the selection and appointment of the Head of the Internal Audit Service
- (i) review and endorse the Internal Audit Service's draft assurance strategy and annual plans; consider major findings of internal audit reviews and management's response and be satisfied that appropriate action is taken
- (j) monitor the implementation of agreed audit-based recommendations
- (k) consider if the resources made available to the Internal Audit Service are sufficient to meet the University's needs and make recommendations to the Court, if appropriate
- (l) promote co-ordination between the internal and external auditors
- (m) consider the impacts of reports or guidance issued by relevant external bodies, including the Scottish Funding Council, and make recommendations to the Court, where appropriate
- (n) review the annual financial statements, prior to submission to the Court, in the presence of the external auditors and alongside the auditors' formal opinion, the Management Letter and the Statement of Corporate Governance and Internal Control, in accordance with the Scottish Funding Council's accounts direction
- (o) to monitor and be satisfied that suitable arrangements are in place to promote economy, efficiency and effectiveness (value for money) in the management of the University's resources
- (p) consider such other topics as may be remitted by the Court from time to time

Audit Committee Annual Report to Court 2016-17

Composition

1.2.8 The Committee shall consist of no fewer than four lay members of the Court, of whom one shall be Convener. At least one member shall have recent relevant experience in finance, accounting or auditing. The Committee may co-opt up to two further members, either lay members or individuals external to the University, for a period of time to be determined by the Committee.

Quorum

1.2.9 There shall be a quorum at any meeting of the Committee when not less than half of the members and at least two lay members of the Committee are present. In the absence of a quorum no business shall be transacted other than the adjournment of the meeting.

Approved by Court: 5 May 2016

Enterprise & Investment Committee
[RESERVED ITEM]

MATTERS TO BE NOTED FROM THE STAFF COMMITTEE MEETING HELD ON 27 SEPTEMBER 2017

The following items are provided for Court's information.

- **THE TIMES HIGHER EDUCATION LEADERSHIP AND MANAGEMENT AWARDS (THELMA)**

The Director of Human Resources was delighted to report that, since the last Staff Committee meeting, the University had won two national THELMAs; one for Workplace of the Year and the other for Outstanding Strategic Planning Team.

- **STRATEGIC RECRUITMENT**

The Director of Human Resources reported that the Strathclyde Global Talent Programme (SGTP) advertising campaign had reached its closing date; the SGTP was an ambitious new campaign to recruit outstanding academics in areas of strategic importance ranging from early career to leading professorial appointments, bringing together the existing professorial Global Talent Attraction Platform and the Strathclyde Chancellor's Fellowship Scheme. The Director advised that at the closing date 271 Professorial and 469 Fellowship applications had been received. Shortlisting meetings and interviews for each of the strategic themes would now ensue and an update would be provided to Staff Committee upon conclusion.

- **STRATHCLYDE AS A SOCIALLY PROGRESSIVE EMPLOYER**

The Director of Human Resources reported that the Principal had held all staff engagement sessions with each of the Faculties and Professional Services, which had been very well attended by staff from across the University.

The Director also reported that the annual Values Medal Award Ceremony had been held in the Technology and Innovation Centre, with 11 individuals and 4 teams receiving awards.

- **LEAVE OF ABSENCE: OPTIONS PAPER**

The Deputy Director of Human Resources advised that an options paper had been developed following a recent Executive Team discussion relating to opportunities to enhance the University's external profile and reach. This outlined a range of potential ways in which external engagement could be enhanced including initiatives such as increased international mobility of staff, sabbaticals, staff exchanges and greater engagement with industry partners. Draft Sabbatical and Career Break Policies were discussed following initial consideration. Staff Committee **welcomed** the options paper and draft policies and were **supportive** of the direction of travel outlined within it.

- **PROMOTION CRITERIA: PROFESSOR OF LEARNING & TEACHING**

The Director of Human Resources referred to previous Staff Committee discussions relating to the Teaching career pathway and the suggested introduction of a professorial equivalent, senior teaching role. Following consideration by the Executive Team, a short term working group had carried out benchmarking across the University and HE Sector to ensure that robust criteria were formulated for this senior post.

Staff Committee **reiterated its support** for the introduction of Professor of Learning & Teaching and **noted** the profile of the activities outlined in the criteria. Staff Committee therefore **approved in principle** the criteria subject to final refinement.

Report to Court from Estates Committee

The Estates Committee met on 16 October 2017 and the following items were among those discussed:

For Approval by Court:

1. Proposal for Confucius Model Institute at the Ramshorn

A report was presented to the Committee by Fhiona Mackay, Director of the Confucius Institute for Scotland's Schools (CISS) on the proposed refurbishment of the Ramshorn building which would become the new location of the Confucius Institute. The CISS is part of Scotland's National Centre for Languages (SCILT) within the school of Education. It provides strategic leadership and governance to all of Scotland's Confucius classrooms and leads and supports the learning of Chinese language and culture across Scotland. The centre is funded jointly by Hanban/ Confucius Institute Headquarters and the Scottish Government. In September 2017 the CISS was designated a Model Institute by Hanban, the headquarters of the institutes worldwide. It is one of only 31 institutes from a total of more than 500 to have been conferred with this status.

The proposed new home for the Institute would also act as a hub for Sino-Scottish relations allowing academics, expert speakers and performers from all over China to take part in a wide range of cultural, educational and entrepreneurial activities. It would benefit businesses, schools, community groups and the wider society, bringing increased educational and economic opportunities to Scotland. The works to the building were planned in two stages, with the first to be funded by a grant of £1,200k from Hanban, £800k of University funding and a £108k contribution from SCILT/CISS.

The Committee acknowledged the importance of the Institute to the growth of the University's reputation in China, and recognised that the refurbished building would provide a tangible indicator of the significance of that relationship.

The Committee agreed to **recommend** to Court that Estates Services progress the proposals identified in the paper at a cost of £2,108k.

For Noting by Court:

1. Estates Strategy Document

The Director of Estates Services presented a draft, updated version of the Estates Strategy document. The Committee was advised that this document followed on from the Estate Development Framework 2010 to 2024 and the accompanying Campus Plan 2011, both of which had set out the direction of travel for the University estate. However, the University's plans had evolved significantly since these documents were published, and an updated document was required to reflect these changes. The draft which was presented encompassed a range of topics including projects completed since the last iteration, projects in the pipeline, some of the challenges that lie ahead and a range of facts and figures related to the many aspects of Estates Services' work.

The target audience for the document would be external bodies such as the Scottish Funding Council as well as in-house users.

Committee members were asked to review the document and provide feedback by the end of October on the scope and content. It was agreed that comment would be provided on the version

presented to the Committee but that further abridged versions would be created, aimed at selected audiences, and utilised for marketing purposes. It was also proposed that updating of this document should be undertaken more regularly in future, ideally every two years.

2. Residences Modernisation Programme Update

The Residences Strategy, which was approved in August 2014, included a 25 year modernisation plan, developed in 5 year stages, with the programme of works for the first 5 years approved by Court in February 2015 and works having commenced in the summer of 2015.

The Committee was reminded that financial year 2016-17 had seen an unusually high level of voids in the residences, and that it had been unclear whether this situation was a one-off or was due to the expansion of privately built residences near the campus. In May 2017 a proposal to defer years 3-5 of the modernisation plan in order to enable a review of the plan and to assess the level of voids for 2017-18, was approved by the Committee. A revised schedule of essential works was approved at that time and an update on these was provided to the Committee.

It was further reported that an initial draft of a revised 25 year plan had been produced in early summer 2017. Within this plan, priority had been given to the refurbishment of James Blyth Court, it being the only residence not to have benefited from a full refurbishment as yet. It was noted that the estimated cost of a full internal and external refurbishment would be significant and it was necessary to carry out a detailed options appraisal before determining the best way forward.

The Committee acknowledged the level of work that would be required to conduct a detailed option appraisal of the James Blyth building and recommended this process should include an analysis of the views of students from all years as regards the current residence offerings. The Committee approved a proposed programme of essential works for summer 2018, at a total cost of £603k, this to be funded from the previously approved Residence Modernisation budget of £13.9M, (of which £6.5M had been expended so far).

3. Teaching Space Utilisation System

The Committee was notified about the recent development of a Smart system to monitor Central Pool Teaching (CPT) room usage that would provide significantly improved management information on room occupancy.

The developed technology, which utilised cameras to take images to calculate the room's occupancy, was installed in a pilot group of CPT rooms. The images were analysed, pixelated, and the data gathered.

The Committee was advised that the pilot had been successful and that further due diligence was being undertaken before moving to the next stage. It was confirmed that consultation with the Students Association, HR, the Ethics Committee and the Unions had taken place. Some informal discussions had also taken place with Faculties and the Timetable Steering Group. Additionally a full Data Protection Impact Assessment had been undertaken to ensure that any issues would be addressed during the implementation stage. The Committee acknowledged the many benefits such a system could bring to the timetabling process, and to maximising utilisation of CPT rooms.

The Committee noted the progress made to date with this project.

4. Jordanhill Campus

Further to the previous notification of the Judicial Review citation submitted to Glasgow City Council by Jordanhill Community Council, Cala and the University were reviewing the development programme and contractual timescale in light of the delay the Judicial Review had introduced to the disposal process. It was noted that Cala remained committed to the sale.

5. Martha Street Car Park

The Committee was updated in relation to the previous offer from a private developer to purchase the Martha St Car Park, linked to the purchase of the adjoining site for a mixed use development including student residences, and of the University's subsequent objection to the planning application. The Committee was now informed that planning permission had been granted to the developer and that the development was planned to be completed in 2020.

AL, Nov 2017

**REPORT FROM THE STRATEGIC MARKETING GROUP
MEETING HELD ON 16 November 2017**

1. Student Recruitment – A Refreshed Approach

The group were given an update on the new approach to student recruitment being taken by Rachel MacSween, Head of Recruitment and International.

The presentation covered

- The Student Life Cycle
- Motivators to Study
- Data Overview
- Value Proposition
- Next Steps

The group participated throughout the presentation and a very lengthy and fruitful discussion resulted.

The members were struck by the logical and methodical manner in which the approach to student recruitment is now being undertaken, and it was clear from the direction of travel that the new Head of RIO has brought a significant commercial impetus to the recruitment of students.

The group were particularly interested in the detailed data underlying the student recruitment market in the UK and the close matching of the courses Strathclyde has to offer with this data. It was noted that the data often challenged long-held assumptions about student recruitment.

In addition, there was a long discussion about the different motivators for study from our key markets and it was noted that students from different countries require different information to allow them to make decisions about study.

The decision to put the student at the heart of the application process was warmly welcomed by all, and the representatives from USSA identified a number of ways that they can support the student recruitment process.

The group also discussed the value proposition of studying in Scotland, and at Strathclyde in particular, and identified how the work of VisitScotland can underpin much of the selling of studying in Scotland.

Overall, there was strong endorsement from the group for the new strategy and a clear willingness to engage with recruitment and marketing activities.

2. Advertising Standards Agency

The Director of Marketing and Communications outlined the background to a recent ruling by the ASA against six universities. This included a case against Strathclyde and the referencing of our REF results in Physics.

Advertising Standards Agency (continued)

The Director outlined the challenges of working with the ASA and their policy of lack of engagement with the University and with UUK. He also covered the detail of the case and the fact that the data proves our position in relation to Physics and REF.

The group were assured that all steps had been taken to ensure compliance while not underplaying our REF performance.

3. Project Unlimited

The Director of Marketing and Communications presented a paper from Universities Scotland outlining the Scottish sector's approach to Project Unlimited - a pan-Scottish campaign for a collective approach to branding.

There was significant support for Stathclyde's engagement with the project, and it was noted that other universities appeared to be approaching the project on a case-by-case basis. This presents an opportunity for Strathclyde to maximise exposure and to play a leading role in the development of the HE element of Project Unlimited.

Malcolm Roughead updated the group on the key role which VisitScotland are playing and welcomed the members interest in participating fully.