

UNIVERSITY COURT

28-29 November 2019, Ross Priory, Gartocharn

BUSINESS SESSION AGENDA

Thursday 28 November 2019, 10.30 – 13.00

Apologies: Dr Neil McGarvey, Malcolm Roughead, Heather Stenhouse

Declarations of interest: None noted

Introduction		
1.	Minutes of the meeting held on 1 October 2019	Paper A
2.	Matters arising	<i>5 mins</i>
3.	Principal's Report <i>Principal</i>	Oral <i>20 mins</i>
Substantive items		
4.	Financial Statements 2018/19 <i>Chief Financial Officer, Deputy Finance Director</i>	Paper B <i>20 mins</i>
5.	Q1 Business Report <i>Chief Financial Officer, Director of Strategy & Policy</i>	Paper C <i>20 mins</i>
6.	Preparations for REF 2021 <i>Deputy Associate Principal for Research, Knowledge Exchange & Innovation; Research Policy Manager</i>	Paper D <i>20 mins</i>
7.	Strategic Plans and Outcome Agreement <i>Director of Strategy & Policy</i>	Paper E <i>25 mins</i>
Items for formal approval		<i>25 mins</i>
8.	Revised Charter and Statutes	Paper F
9.	Schedule of Delegated Authority	Paper G
10.	Appointment to Remuneration Committee	Paper H
11.	Annual Statement on Research Integrity	Paper I
12.	Change of local infrastructure partner in UAE	Paper J

Items for information		5 mins
13.	Prevent Strategy – Annual Report and update	Paper K
14.	Court meeting dates 2020/21	Paper L
Committee reports <i>(for noting, unless otherwise stated)</i>		5 mins
15.	Executive Team	Paper M
16.	Court Business Group	Paper N
17.	Audit and Risk Committee (including Annual Report to Court)	Paper O
18.	Staff Committee	Paper P
19.	Estates Committee	Paper Q
Closing remarks		5 mins
20.	Any other business <i>Convener</i>	
	Date of next meeting <i>Tuesday 3 March 2020, 09.30-12.30</i>	

Lunch: 13.00 – 14.00

MINUTES OF UNIVERSITY COURT
1 October 2019

Present: Ronnie Cleland (Senior Deputy Convener), Professor Sir Jim McDonald (Principal), Dr Jeremy Beeton, Dr Archie Bethel, Kayla-Megan Burns, Amanda Corrigan, Matt Crilly, Dr Kathy Hamilton, Gillian Hastings (Treasurer), Stephen Ingledew, Professor Scott MacGregor (Vice-Principal), Dr Neil McGarvey, Dr Katharine Mitchell, Gillian Pallis, Malcolm Roughead, Heather Stenhouse, Brenda Wyllie, Peter Young

Attending: Professor Tim Bedford, Professor Douglas Brodie, Adrian Gillespie, Sandra Heidinger, Professor Atilla Incecik, Dr Veena O'Halloran, Professor Iain Stewart, Rona Smith, Steven Wallace, Dr Daniel Wedgwood, Neil Brown (item 4), Cathy Milligan (item 7), Maddy Watson (item 4)

Apologies: Dame Sue Bruce (Convener), Paula Galloway (Vice-Convener), Alison Culpan, Councillor Ruairi Kelly, Susan Kelly, Marion Venman

Election of meeting convener

In the absence of the Convener of Court and the Vice-Convener, Court elected the Senior Deputy Convener to convene the meeting.

Welcome and apologies

The Senior Deputy Convener noted the apologies received and welcomed Court members and attendees to the meeting.

[Reserved]

1. Minutes

Court **approved** the minutes of the meeting held on 18 June 2019.

2. Matters arising

Court noted that the action point under item 5 of the minutes of 18 June 2019 had been fulfilled through the provision of information to the member who had raised the relevant question. Any other members interested in this information were invited to contact the Director of Strategy & Policy.

The Senior Deputy Convener enquired as to any developments in the UK and Scottish governments' reactions to the Augar review of post-18 education in England. The Principal noted that the review's recommendations had not yet been formally addressed by government and that they were not expected to be an immediate priority in the current political context.

3. Principal's Report

Before inviting the Principal to deliver his report, the Senior Deputy Convener gave his congratulations, on behalf of Court, on the Principal's recent election to the Presidency of the Royal Academy of Engineering, noting that he was the first President from a Scottish institution. Court members offered further congratulations, noting the highly prestigious nature of the appointment. The Principal thanked Court for its earlier approval of and support for his candidacy for the role.

The Principal informed members of key activities and developments since the June 2019 meeting:

Independent Inquiry

Court had previously been informed of the conviction of a former member of staff for inappropriate and exploitative sexual behaviour towards students, which had occurred at Strathclyde and subsequently at another university. The Principal reiterated his shock and that of the whole University community at the details of the case that had emerged during the trial and noted that the University had taken steps to support all those affected, in addition to a number of relevant measures and initiatives that had been introduced since the time of these crimes to support students and improve the reporting of any inappropriate behaviour. An independent inquiry, led by Craig Sandison QC, had been launched by the University into what was known at the time, what should have been known and what should have been in place. The USCO was the sole point of contact with the inquiry for the University; others would be involved only as and when called upon by the inquiry. The University intended to publish the findings of the inquiry and implement any recommendations. Court would be kept informed of developments regarding the inquiry and continuing work to ensure the safety and wellbeing of students and staff.

Recent Awards and Nominations

Strathclyde had been named Scottish University of the Year by the Times and Sunday Times Good University Guide 2020. In awarding the title, the Good University Guide had praised Strathclyde's strong student satisfaction ratings, high subject rankings, campus investment programme and focus on entrepreneurship skills for students.

The University had also been nominated for the Times Higher Education UK University of the Year award. A member of the judging panel had visited the University and met a wide range of stakeholders. The Principal expressed gratitude to the students, staff and industry partners who had devoted time to this. The winner would be announced at an awards ceremony on Thursday 28 November in London. In addition to University of the Year, Strathclyde had received nominations for three other THE awards:

- Outstanding Contribution to Leadership Development, for the STEP programme;
- Widening Participation or Outreach Initiative, for Breaking Barriers; and
- Outstanding Library Team.

Student inauguration ceremonies

A ceremony for each Faculty had taken place in Freshers' Week to welcome new undergraduates. The Principal, the President of the Students' Union and the Dean of the relevant Faculty had spoken to the students at these well-attended events. The Principal thanked members of Court who had also taken part, in particular the Vice-Convener, who had attended all the ceremonies.

Medals ceremonies

The Strathclyde Medal had been awarded to 14 individuals and 11 teams from within the University at a ceremony held on Friday 6 September. The recipients had all been nominated by their peers in recognition of important contributions that demonstrated adherence to the University values.

The Strathclyde Medal was to be awarded to external co-opted members of Court and University committees at another ceremony, immediately following the Court meeting.

Government engagement

The Scottish Finance Secretary, Derek Mackay MSP, had visited the University in September to inaugurate two important facilities, taking part in the ground-breaking ceremony for the Advanced Manufacturing Innovation District and on the same day visiting the Inovo building to open the new offices of the photonics and quantum technology company M Squared.

The First Minister had recently visited the Power Networks Demonstration Centre in Cumbernauld, where she announced a £7.5m project between the public and private sectors to deliver electric charging points in Scotland. The visit reflected the PNDC's standing as a leading enabler in smart technologies development.

In addition, the Leader of the Opposition, Jeremy Corbyn MP, had recently spoken at the Students' Union. The President of the Union noted that the event had been well attended and had stimulated debate. The Union would now look to stage similar events with representatives of other political parties. The Leader of the Liberal Democratic Party, Jo Swinson MP, had also been on campus recently, speaking at a conference held in the TIC.

Through the Presidency of the Royal Academy of Engineering, the Principal had become a member of the Prime Minister's Council for Science and Technology (CST) and in addition had joined an Advisory Group of the CST on decarbonisation of the energy supply.

Audit Scotland had recently released a report on the finances of Scottish higher education, which also touched on accountability mechanisms. Strathclyde was shown within the report to be performing well financially, despite significant reductions in Scottish Funding Council grant funding across the sector in recent years.

The UK's exit from the EU

The UK political environment remained highly uncertain. The University was continuing to plan for multiple scenarios. The working and advisory group SEEWAG was meeting regularly. The 'no deal' Business Continuity Group had also stepped up its work in response to the political situation, with two additional meetings planned for October and preparations being progressed through several sub-groups. The University had continued to engage with the sector through Universities UK and Universities Scotland to ensure that all appropriate measures were taken. Communications with staff and students were in preparation, advising on a range of issues including travel, supply chains, research funding and student exchanges.

Other UK Policy issues

The resignation of Jo Johnson MP had brought about a change of UK Minister for Universities, Science, Research and Innovation. Chris Skidmore MP had returned to the role. He was familiar with Strathclyde, having visited during his previous spell as Minister, and the Principal was due to meet him again shortly.

The government had announced the introduction of a post-study work visa scheme across the UK, to be available to students from the 2020/21 intake. This had been a focus of campaigning for the higher education sector for a number of years and now had cross-party support.

CESAER activity

CESAER activities were progressing towards the annual conference in Paris in October. There was an on-going process to select the Principal's successor in the role of President, from January 2020. Work was underway to ensure a smooth handover. Strathclyde would continue to be an active CESAER member with representation on a range of taskforces.

Updates on University staffing and operations

Cathy Milligan had been appointed to the post of Director of Education Enhancement and Gill Watt to Director of Student Experience.

The Business School had been re-accredited by both AMBA and AACSB for the maximum five-year period, after a rigorous review process. This reaffirmed the School's 'triple-accredited' status.

The newly refurbished Ramshorn Theatre had opened and an event held to launch the Confucius Institute for Scotland's Schools, which was hosted there. China's Vice-Ambassador to the UK had been in attendance, along with representatives of the Scottish Government and the Confucius Institute.

Development of major strategic initiatives

Policy@Strathclyde had been formally launched at an event in the Business School on 9 September, with speakers from Strathclyde and the Scottish Government. This cross-faculty initiative was expected to make major contributions to Scottish policy development and policy education.

The Health & Care Institute was due to be launched in January 2020. Professor Roma Maguire had been appointed as the Director of the Institute. Also marking an important milestone in the University's expanding contribution in the fields of health and care, a Memorandum of Understanding had been signed with NHS Lanarkshire, paving the way for further significant collaborations.

Industrial relations

The Chief People Officer briefly updated Court on ongoing trade union ballots regarding possible industrial action in relation to both the nationally negotiated annual pay offer and changes to the USS pension scheme. Ballots were due to close at the end of October.

Research news

The UK National Quantum Technologies Programme had received government funding worth £94 million for its next phase of work. Strathclyde remained the only University involved in all four hubs of the Programme.

The Principal noted the success of Dr Panagiotis Papadopoulos (Electronic & Electrical Engineering) in winning a prestigious Future Leaders Fellowship from UK Research & Innovation, through a highly competitive process

Health, Safety and Wellbeing

The USCO provided a summary of recent Health and Safety matters:

- A joint message had been issued by the Principal and the President of the Students' Union, to update students regarding capital projects on campus and remind them to take care when moving about campus, in particular in the vicinity of construction sites. A similar message was to be issued to staff and a letter was to be sent to senior representatives of major contractors on campus, reminding them of their health and safety responsibilities.
- In the context of the ongoing construction works, the University had held discussions with Glasgow City Council, resulting in improved signage indicating the 20mph speed limit at the corner of North Portland and Montrose Streets.
- An HSE Asbestos Management audit had taken place on 20 August. The Inspector had commended the exceptional quality of the University's Asbestos Management Plan. No enforcement actions or recommendations were necessary.
- The University had been awarded the Meningitis Awareness Mark in light of its newly developed incident response plan. Information on meningitis awareness had been displayed on screens across campus to enhance awareness at the start of the academic year.
- As Court had previously been advised, earlier in the year a member of the public attending an event in the TIC building had been successfully treated with a defibrillator by a member of staff while awaiting arrival of emergency services. This member of staff had been awarded the Strathclyde Medal at the recent medal ceremony.

4. Presentation: Strathclyde Sport

The Head of Sport & Recreation delivered a presentation reviewing progress one year on from the opening of the Strathclyde Sport building. Usage of University sport and recreation facilities had increased markedly, beyond the ambitions set out in the business plan for the new building, including increased usage by targeted groups, such as students living in University residences. Users reported increased activity and fitness levels. Positive effects on the wider campus were noted, including increased footfall in the library, with a noticeable shift in the focus of University life to this part of the campus for many students.

The Students' Union Vice President, Sport & Wellbeing confirmed that the new facilities had brought substantial benefits to the Sports Union and affiliated clubs. Sports clubs now had more training time than ever before and were able to train at more convenient times. However, full capacity was now being reached in this regard. She also noted that the jointly-funded FOCUSport programme had been effective in promoting high performance in selected sports.

Subsequent discussion focused on the following points:

- The University's high-quality sports facilities were recognised to be an attraction to many prospective students. Materials were in development to make Strathclyde Sport a more prominent part of the University's international marketing.
- Enhancements to the University's sports scholarship offer were planned.
- Glasgow had been successful in attracting a number of large-scale sporting events to the city. The University would explore ways to become integrated into these without compromising students' access to sports facilities.
- The University's partnership with the Sirens netball team had led to significant positive coverage for the University through broadcasts from the netball World Cup.

The Chief People Officer commended the Sport & Recreation team for their success in effecting major changes over the past year.

Court **noted** the presentation.

5. Student Recruitment and fee income 2019/20

The Director of Strategy & Policy provided an update on the current position regarding undergraduate, taught postgraduate and research postgraduate student recruitment for the new academic year. She noted that data were still being processed and recruitment was ongoing in some areas. This was therefore an early indicative overview and subject to change.

The following key points were highlighted:

- The data showed continuing success in widening access. Targets had been exceeded and early indications suggested that Strathclyde was outperforming the rest of the Scottish sector. Graduate Apprenticeships were making a significant additional contribution to the already strong results in this area.
- Targets for non-EU and 'rest of UK' undergraduate students had been exceeded.
- Research postgraduate (PGR) recruitment was increasing year-on-year but remained below target. It was recognised that growth in this area was challenging for UK institutions in general. Recruitment in this area was a year-round activity and so this picture could be subject to change.

Discussion centred on the factors that led to positive results. A combination of factors had been involved; these included investment in Professional Services staff, improvements to the campus and student experience, an enhanced academic offering targeted at particular markets and investment in tools that facilitated more targeted recruitment and conversion. The time taken to convert applications to offers had been improved in many areas and the University had a much improved understanding of where this was critical within its admissions processes.

The Chief Financial Officer presented current data and projections regarding tuition fee income. Based on receipts to date and patterns in previous years' income, it was expected that fee income targets would be met.

The Treasurer welcomed the recruitment and fee income data, noting a number of encouraging trends.

Court **noted** the data and projections.

6. Outcome Agreement 2019/20 self-evaluation and guidance for 2020/21

The Director of Strategy and Policy noted that the Scottish Funding Council (SFC) had not yet released Outcome Agreement (OA) guidance for 2020/21. Major changes of focus were not expected, but certain areas

were expected to receive more emphasis, in particular skills and climate change. The timetable for completion and submission of the OA was expected to be similar to previous years, meaning that a 'well developed draft' should be submitted to SFC in December. Ahead of this, a draft OA would be presented to Court at its November meeting.

A draft self-evaluation report on fulfilment of the 2018-19 OA had been circulated. This report was to be submitted to SFC by the end of October; Court was requested to grant delegated authority to the Principal to sign off the final version of this prior to submission.

Members noted that access measures in the report showed strong performance, with the exception of the overall figure for recruitment from low progression schools, which had fallen slightly. It was noted that this aggregate figure masked significant variation across relevant schools and was subject to some fluctuation year-on-year; work was underway to elucidate this further.

Members also discussed the high levels of student satisfaction noted in the report. It was observed that multiple factors contributed to this, including experiences of academic provision, estates improvements and policy decisions. The President of the Students' Union highlighted the importance of the Student Experience Committee as a channel for identifying and implementing key actions.

Court **approved** the draft as a basis for completing the self-evaluation report and **delegated** authority for final sign-off to the Principal.

7. National Student Survey 2019

The Vice-Principal and the Director of Education Enhancement provided Court with an update on the University's performance in the National Student Survey (NSS) 2019. Strathclyde had shown a notable recovery from a sector-wide dip in the previous year, producing this improvement while other UK institutions had generally remained relatively static. Strathclyde was now in the top quartile of universities in the UK for overall satisfaction. The University's position had also improved relative to selected benchmark institutions.

The focus would now be on improving consistency across the University and maintaining overall performance. Comparative analysis at the level of academic disciplines was enabling better identification of successful measures to drive improvement.

Improvement in NSS scores had been shown to follow from an enhancement-led approach, with effective sharing of good practice and strong accountability. The learning and teaching improvement framework was important in this context: each academic department had a learning and teaching action plan.

In further discussion, members noted the possible sensitivity of student satisfaction ratings to external events or change within the University, recognising that this may involve short-term negative impacts as a cost of making longer-term improvements, for example in the case of disruption caused by building works or refurbishment.

Court **noted** the presentation.

8. Strategic Plan Preparation

The Director of Strategy & Policy provided Court with an overview of the preparations for the 2020-25 Strategic Plan. The presentation focused on the development of public-facing activity, Court having previously had significant input into the substance of the strategy, through discussions of the vision for 2025. A launch event was to be held early in 2020.

The circulated working draft was subject to change in a number of ways. In particular, up-to-date figures would be added at the appropriate time and additional substance was to be added to 'feature boxes', providing compelling illustrations of the University's values, vision and ongoing delivery. Efforts would also be made to reflect the changing external environment appropriately.

Members were invited to send feedback on this draft directly to the Director of Strategy & Policy. It was agreed that near-final draft would be provided at the November Court meeting and the final Plan produced in the light of comments at that meeting.

Court **noted** the update.

9. Court Strategy Session 2019 – initial planning

The Principal updated Court on proposals for the format and structure of Court's November Strategy Session.

In addition to discussion of the strategic plan, there were a number of important new developments to present to Court, in particular strategic initiatives in the area of human resources and significant new programmes to advance teaching, research and knowledge exchange in key areas.

The proposals would be further refined and agreed through discussion with the Convener, Vice-Convener and Senior Deputy Convener.

Members noted the importance of receiving a clear overview of the University's financial sustainability, in the context of uncertainty in the wider economic environment, and were assured that this would be included in the November meeting.

Court **noted** the proposals.

Items for formal approval

10. Convener's Actions

Court **homologated** the approval by Convener's Action of the appointments of Jeremy Beeton and Brenda Wyllie to Audit & Risk Committee; and Peter Young to SACSOH.

Court **homologated** the approval by Convener's Action of revised Terms of Reference for Enterprise & Investment Committee.

11. Corporate Risk Register

The USCO outlined key points in the Corporate Risk Register.

Court **approved** the Corporate Risk Register, including top risks and mitigating actions.

12. Annual Review of key Court documentation 2019/20

The USCO invited Court to approve the following documents, as newly revised:

- Court Standing Orders 2019/20
- Handbook for Members of the University Court 2019/10, incorporating
- Court's Statement of Primary Responsibilities

In addition, the USCO noted a further proposed revision to the Handbook for Members of the University Court. This was to move the role of 'Court intermediary' from the Vice-Convener's responsibilities to those of the Senior Deputy Convener, as had been agreed between these office-holders and the Convener.

Subject to this additional amendment, Court **approved** the documents.

13. Annual Statement on Institution-led Review of Quality for Scottish Funding Council, Academic Year 2018/19

The Vice-Principal briefly outlined the nature and purpose of the Annual Statement.

Court **endorsed** the Statement.

Items for information

14. Court Members' Survey 2019

The USCO outlined the results of the Court member's survey, noting the overwhelmingly positive nature of the responses. Detailed comments would be considered for the purposes of enhancing Court's operations.

It was noted that further feedback had been gained through the one-to-one conversations that the Convener had held with some members and that other members would meet with the Senior Deputy Convener for similar conversations.

Court **noted** the summary feedback from the annual survey of members.

15. Complaints Handling Annual Report 2018/19

The USCO introduced the report, noting that the number of complaints received had been impacted by three clusters of related complaints. Complaints handling was close to target for response times to both frontline complaints and investigations.

Court **noted** the report.

16. Health & Safety Annual Report and Strategy Update

The USCO introduced the report, noting that reporting was now on an academic year basis. This area was moving towards more data-driven reporting.

Members noted that wellbeing and safety infrastructure would need to adapt to changes in the University's physical infrastructure, with current changes leading to a more clearly campus-based institution. The availability and potential benefits of mental health first aid training were also emphasised; the USCO noted that this was already provided in the University and was an important part of the Mental Health Action Plan.

Court **noted** the report and **approved** the amended terms of reference contained therein for the Statutory Advisory Committee on Safety and Occupational Health.

Committee Reports

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

17. Executive Team

18. Senate

19. Court Business Group

20. Court Membership Group

Court **approved**

- the appointment of Alison Culpan to Court Membership Group; and
- the appointment of Tracy Black to Enterprise & Investment Committee.

21. Audit & Risk Committee

22. Enterprise & Investment Committee

23. Staff Committee

24. AOB

No further business was noted.

Date of next meeting

Court Residential: Thursday 28 & Friday 29 November 2019, Ross Priory

Daniel Wedgwood, 8 October 2019

DRAFT

Financial Statements 2018/19
[RESERVED ITEM]

The University's published 2018/19
Financial Statements are available [here](#).

Q1 Business Report
[RESERVED ITEM]

Preparations for REF 2021
[RESERVED ITEM]

**Strategic Plan and Outcome Agreement
[RESERVED ITEM]**

**Revised Charter and Statutes
[RESERVED ITEM]**

Revision of the Schedule of Delegated Authority

Introduction

1. According to Court's Statement of Primary Responsibilities, "Under the terms of the University Charter, Court is the Governing Body of the University and is responsible for overseeing the management and administration of the whole of the revenue and property of the University."
2. The Schedule of Delegated Authority (SoDA) records how Court delegates different facets of this responsibility to various individuals and committees.
3. The current SoDA has been in place since 2014. Over this time, it has become outdated in a number of aspects. For example, relevant new Senior Officer posts and new Directorates have been created in the intervening period and the job titles of other key individuals have been changed. Another significant change is the establishment of Enterprise & Investment Committee as a committee of Court, replacing the Commercialisation & Investment Advisory Board.

Uses of the SoDA

4. Fundamentally, the SoDA is a high-level governance document, laying out the relationship between Court, as the University's governing body, and the execution of University business. In practice, the SoDA is expected to perform at least two other functions on a day-to-day basis, acting as a guide to
 - the legitimate routes to secure approvals from appropriate bodies or individuals for different actions; and
 - legitimate signatories for different kinds of official document.
5. The SoDA is currently the only University-level document that can be used for these purposes and, as such, can have significant practical implications. For example, on a number of occasions in recent years, lawyers acting for external organisations have sought proof that the signatures on contracts are fully authorised according to the University's own rules and procedures. The SoDA is typically the only document that can be adduced in these circumstances.
6. In its current form, our SoDA is not wholly appropriate for such uses: it is focused on approvals, not sign-off (which may be carried out on the basis of another person or group's approval and, as such, is distinct) and it does not clearly lay out the chains of recommendation and approval through different committees. Moreover, since the SoDA records only top-level delegation of authority and not any sub-delegation (which is explicitly permitted), it does not always accurately indicate where an approval or signature should be sought in practice.
7. We intend to undertake a more fundamental review of the SoDA to address these issues. As a first stage, this will include the creation of a supplementary document that is focused on the practical identification of authorised signatories, which will help in identifying and centrally recording key sub-delegation arrangements.
8. In the meantime, it would be beneficial to update basic details in the SoDA now, such as those mentioned above. For this reason, the present revision is relatively minor, leaving the overall shape and style of the document unchanged. The opportunity has also been taken to make a number of other changes to address points raised through consultation with Senior Officers.

Process

9. In line the requirements set out above, a three-stage process is proposed:

- i. the present updating and minor revision of the SoDA has been carried out through detailed consultation with the USCO and Chief Officers for all professional services areas, along with the University's Legal Counsel and key staff members in certain areas, in particular the directorates of Research & Knowledge Exchange Services (RKES) and Innovation & Industry Engagement (IIE);
- ii. development of a separate, but related document will be carried out in 2020, setting out authorised signatories for key documents in different operational areas through engagement with Faculties, Directorates and ET; and
- iii. a more fundamental review and revision of the SoDA will be carried out thereafter.

Notable changes to the SoDA

10. The proposed changes to the SoDA at this stage are shown using tracked changes in the annex to this paper. They include the following:

- Reordering of important material from the 'explanatory notes' to accompany the main SoDA table;
- Updated job titles to reflect changes to the University's Senior Officer positions
 - removal of Chief Operating Officer; inclusion of University Secretary & Compliance Officer, Chief Commercial Officer and Chief People Officer;
- Inclusion of brief narrative on Procurement;
- Rules added to cover the situation in which a position that is named in the SoDA is vacant;
- Updated / clarified sections reflecting Treasury Management Policy;
- More precise wording around capital spending;
- Changes to reflect the existence and role of EIC, as a committee of Court; and
- Updated Directorate names and appropriate division of delegated authority across the Directors of RKES and IIE.

Recommendation

11. Court is invited to **approve**

- immediate revision of the SoDA in its current form, as presented in the paper, to bring it up to date and make minor adjustments; and
- development of a separate but related document setting out authorised signatories for key documents in different operational areas;

and to **note** that a more fundamental review and revision of the SoDA is to be carried out thereafter.



Schedule of Delegated Authority – Explanatory Notes

Introduction

1. This Schedule records the delegated authority for decisions taken in the name of or on behalf of the University Court.
2. ~~For the avoidance of~~ ~~in the case of any~~ uncertainty, the provisions of the Charter, Statutes, Ordinances and Regulations will always take precedence over the Schedule. The Schedule is not intended to include areas of decision-making or responsibility where the Court's authority is already delegated via these governing instruments.
3. Faculties and Directorates may develop and maintain their own internal documentation describing processes for developing strategic, policy and business proposals but should refer to the University's governing instruments and this Schedule to note where final decision-making authority rests.

Court's primary responsibilities and the principles of delegation

4. The Court is the governing body of the University, with overall responsibility for the general supervision, direction and control of the University. Its powers and functions are described in the University Charter and Statutes.
5. However, it is not practical for the Court to make every decision that is required, and the Court has agreed to delegate authority for certain decisions and certain areas of responsibility to appropriate individuals and committees. Where this is the case, it is recognised that Court retains the ultimate accountability and corporate responsibility for any decisions made on its behalf.
6. In accordance with the University's Charter, the Court may not delegate responsibility for any of the following:
 - a) determination of the character and mission of the University
 - b) ensuring the solvency of the University and for safeguarding its assets, including the appointment of auditors, the establishment of an audit committee and the approval of the University's annual audited accounts
 - c) making alteration, amendment or addition to the Charter or the Statutes
 - d) appointment and removal of the Principal or University Secretary
 - e) reducing the academic staff of the University as a whole or of any faculty, school or department by way of redundancy
7. The University Court has agreed a *Statement of Primary Responsibilities*, which is available on the University's website and should be read in conjunction with the Schedule set out below.
8. The University's Charter and Statutes can also be accessed on the University's website.
9. ~~The following principles apply to the granting and use of Delegated Authority:~~
 - a) ~~Court may choose to review or rescind authority delegated under this Schedule.~~

Commented [A1]: NB. Material 'deleted' from here has been moved to immediately precede the main table.

- ~~b) Individuals and Committees exercising authority delegated to them must do so in accordance with the University's strategic ambitions and with all relevant University Regulations, Policies, Procedures and Guidance.~~
- ~~c) The use of Delegated Authority should be reported to Court, as appropriate—this should include the reporting of any expenditure over £500,000 made under Delegated Authority. All uses of Delegated Authority by Court Business Group will be reported as a matter of course through the existing reports to Court.~~
- ~~d) In potentially contentious matters, or for decisions where Court would be reasonably expected to have a significant interest, it may be appropriate to seek Court approval even where authority is normally delegated.~~
- ~~e) Except as otherwise provided, individuals and committees in whom authority is vested by the Schedule may sub-delegate to a nominee provided that such sub-delegation is consistent with relevant financial and other regulations and is recorded and reported appropriately. Where sub-delegation occurs, the individual or committee named in the Schedule remains accountable to Court for any actions taken.~~

Convener of Court

~~10.9.~~ The Convener of Court is responsible for the leadership of the Court, for the efficient and effective conduct of its business and for representing the Court within the University's system of governance. Court delegates authority to the Convener of Court to take decisions on behalf of Court in relation to both routine and non-routine matters of business on the understanding that all such action is reported to the next meeting of Court.

Principal and Vice-Chancellor

~~11.10.~~ As the principal academic and administrative officer of the University, the Principal is directly responsible to the Court for the general supervision of the University, its finances and its efficiency and good order.

~~12.11.~~ Under this Schedule, and subject to the Charter and Statutes, Court delegates full authority to the Principal to act on its behalf in order to exercise these responsibilities, subject to the following principles:

- a) The Principal will at all times act in accordance with the best interests of the University and be mindful of the importance of preserving and enhancing the University's reputation
- b) The Principal will act within the terms of the prescribed conditions of their appointment
- c) The Principal's actions must be:
 - i. consistent with the University's budget, as approved by Court;
 - ii. consistent with the University's strategic plans and objectives;
 - iii. consistent with accepted standards of behaviour in public life; and
 - iv. compliant with relevant legislation and externally prescribed conditions, including the Principal's responsibilities as designated accounting officer under the Scottish Funding Council Financial Memorandum.
- d) The Principal will report to each meeting of Court all significant actions taken on its behalf, and will be accountable to Court for such actions
- e) In cases of doubt, or in regard to novel or potentially contentious matters, the Principal will consult with the Convener of Court, Vice-Convener or an alternative lay member, prior to exercising their delegated authority
- f) In the Principal's absence, their authority may be delegated to the Vice-Principal, acting on the Principal's behalf.

Senate

~~43-12.~~ The Senate is the academic authority of the University. In accordance with the Charter and Statutes and subject to the general control and approval of Court, Senate is responsible for the academic work of the University, in teaching, research, and in knowledge exchange, and for the regulation and oversight of the education and discipline of students. The full powers and functions of Senate are described in Statute. Operational responsibility for these matters may be delegated by Senate.

This Schedule of Delegated Authority was approved by the University Court in November 2019 and has effect from 1 December 2019. The Schedule will be reviewed every three years, or more frequently if required.

SCHEDULE OF DELEGATED AUTHORITY

The following principles apply to the granting and use of Delegated Authority:

- a) Court may choose to review or rescind authority delegated under this Schedule.
- b) Individuals and Committees exercising authority delegated to them must do so in accordance with the University's strategic ambitions and with all relevant University Regulations, Policies, Procedures and Guidance.
- c) Particular attention should be paid to procurement law and guidance. In case of any doubt, the University's Head of Procurement should be consulted, in order to establish the appropriate procurement processes that must be completed for a given item of expenditure.
- The use of Delegated Authority should be reported to Court, as appropriate, including any decisions that entail significant novel actions and/or unusually high expenditure or a high degree of financial or reputational risk. —this should include the reporting of any expenditure over £500,000 made under Delegated Authority.
- d) All uses of Delegated Authority by committees of Court—Business Group will be reported as a matter of course through their -existing-reports to Court.
- e) In potentially contentious matters, or for decisions where Court would be reasonably expected to have a significant interest, it may be appropriate to seek Court approval even where authority is normally delegated and even when spending within the Court-approved budget.
- f) Except as otherwise provided, individuals and committees in whom authority is vested by the Schedule may sub-delegate to a nominee provided that such sub-delegation is consistent with relevant financial and other regulations and is recorded and reported appropriately. Where sub-delegation occurs, the individual or committee named in the Schedule remains accountable to Court for any actions taken.
- g) Any delegations to a vacant post pass to that post's immediate line manager unless there are documented cover arrangements in place. In either case, previously agreed and documented sub-delegation arrangements may be continued.

ITEM FOR DECISION OR APPROVAL	DELEGATION OF AUTHORITY
1. Financial Transactions, Borrowing, Lending and Investments	
Notes: a) All decisions on financial expenditure should adhere to the requirements of the University Financial Regulations and Treasury Management Policy, along with the principles and practice set out in the University Procurement Manual. b) For sections 1.3 to 1.11 below – in regard to novel or potentially contentious matters, the CFO will consult with the Treasurer prior to exercising their delegated authority.	
1.1 Expenditure within Court-approved budgets	
a) Faculties b) Professional Services	a) Executive Deans b) Chief Operating Officer (COO) and University Secretary & Compliance Officer (USCO) , -Chief Financial Officer (CFO), Chief Commercial Officer (CCO) , or Chief People Officer (CPO) , as appropriate c) Executive Team
c) University	

1.2	<p>General authority limits for financial transactions and contracts relating to items of non-recurrent spending not within the Court-approved annual budget (unless specified differently elsewhere in this Schedule)</p> <p>Note: In cases of doubt or potentially contentious items of expenditure, <u>including spending within the Court-approved annual budget</u>, approval should be sought at the next highest level in the hierarchy.</p> <p>Where this financial authority is to be exercised more than twice between any two consecutive meetings of Court then the Convener of Court should first be consulted.</p> <p>a) Value up to £1 <u>million</u> b) Value >£1 <u>million</u> - £2.5 <u>million</u> c) Value >£2.5 <u>million</u></p>	<p>a) Executive Team b) Court Business Group* c) Court</p> <p>* In exceptional circumstances, Executive Team may approve following consultation with Convener of Court</p>
1.3	Banking arrangements	<p>CFO*</p> <p>* <u>The establishment of new bank accounts, other than with the University's retail bank, will also require agreement from one of the USCO, Vice-Principal or Principal</u></p> <p><u>Changes in the University's retail bank will require approval by Court Business Group on the recommendation from the CFO. A change of signatories or the establishment of new bank accounts will also require agreement from one of the COO, Vice-Principal or Principal</u></p>
1.4	Borrowing and Lending	<p><u>CFO*</u></p> <p>* <u>In line with Treasury Management Policy, borrowing arrangements require the approval of the Court Business Group and, in certain circumstances set out in the Financial Memorandum, may also require the prior consent of Scottish Funding Council</u></p>
1.5	Management of University Investments <u>(other than investment in spin-out companies and other companies; see para 4.1)</u> and Endowment Funds (including sale and purchase of investments)	<p><u>CFO*</u></p> <p>* <u>In line with Treasury Management Policy, the CFO will consult the Treasurer before any</u></p>

		<u>long-term arrangements are entered into</u>
1.6	Formation, acquisition and disposal of <u>subsidiary companies, joint ventures or consortium arrangements (other than formation of investment in spin-out companies (see para 4.1))including shareholder agreements</u>	CFO
1.7	Administration of Gifts, Benefactions and Donations	CFO
1.8	Settlement of tax matters with tax authorities	CFO
1.9	Write-off or write-down of moneys due to the University	CFO
1.10	Changing signatories on <u>existing</u> bank accounts and opening new accounts <u>with the University's retail bankers</u>	CFO
1.11	Procurement and administration of insurance cover on behalf of the University and negotiation of insurance claims	CFO
2 Property Transactions and Major Capital Projects		
2.1	<p>Acquisition or disposal of properties, land or <u>major assets (including equipment), regardless of source of funding, as individual projects or groups of related projects as appropriate, taking into account proposed future phases.</u></p> <p>a) Value up to £500,000 b) Value £500,000 - £2.5 <u>million</u> c) Value >£2.5 <u>million</u></p> <p>Note: The disposal of an exchequer-funded asset where the proceeds are likely to exceed £3 <u>million</u> requires prior approval from the Scottish Funding Council.</p>	<p>a) CFO b) Estates Committee c) Court</p>
2.2	<p>Leases (University as Tenant or Landlord)</p> <p>a) Market value up to £20,000 per annum, duration less than 5 years b) Market value >£20,000 - £100,000 per annum, less than 5 years c) Market value >£100,000 per annum, duration less than 5 years</p> <p>Note: The lease of an exchequer-funded asset for 5 years' duration or more requires prior approval from the Scottish Funding Council.</p>	<p>a) Director of Estates Services b) CFO c) Estates Committee</p>
2.3	Major Capital Projects <u>within the Court approved estates strategy</u> : approval of detailed business case and to proceed (except CPR projects – see below), <u>regardless of source of funding and considered as individual projects or groups of related projects as</u>	

appropriate, taking into account proposed future phases

- a) Value up to £500,000
- b) Value >£500,000 - £1 million
- c) Value >£1 million - £2 million
- d) Value >£2 million

- a) Director of Estates Services
- b) CFO
- c) Estates Committee
- d) Court

2.4	Capital Projects from Revenue (CPR)	Estates Committee
2.5	<p>Variations to Previous Project Approvals</p> <p>a) Value up to £250,000 b) Value >£250,000 - £500,000 c) Value >£500,000 - £1 million d) Value >£1 million</p> <p><u>The above levels apply to variations in the monetary value of projects. Changes in the nature of proposed projects require re-approval in accordance with the levels set out in paragraph 2.3 above.</u></p>	<p>a) Director of Estates Services b) <u>CFO</u> c) <u>Estates Committee</u> d) Court</p>
2.6	Student Rentals	CFO
2.7	Car Parking Charges	CFO
3 Human Resource Matters		
3.1	Approval of HR policies and procedures where approval is not already reserved to Staff Committee (see Ordinance 4)	<u>CPO/HR Director</u>
3.2	Appointment of staff and issue of formal offers of appointment	HR Director
3.3	Conferment of Emeritus Professorships	Academic Professional Appointments Panel, <u>reporting to Senate on decisions taken</u>
3.4	Implementation of nationally-negotiated annual pay awards	HR Director (following agreement by Remuneration Committee)
3.5	<p>Remuneration of:</p> <p>a) Principal, COO, CFO, Executive Deans, Associate Deputy Principals <u>Senior Officers</u> and Directors of Professional Services b) Professorial and other senior academic staff c) All other staff</p>	<p>a) Remuneration Committee (as per Regulations) b) Senior Academic Review and Development Panel c) <u>any of</u> Executive Deans/USC/COO/CCO/CFO/CPO in partnership with HR Director/nominee <u>(as appropriate)</u></p>
3.6	<p>Terms and conditions of service of:</p> <p>a) Senior Officers <u>Principal, COO, CFO, Executive Deans, Associate Deputy Principals</u> and Directors of Professional Services b) All other staff</p>	<p>a) Remuneration Committee (as per Regulations where appropriate) b) Staff Committee (as per Regulations where appropriate)</p>
3.7	Staff development and performance measurement systems	Staff Committee

3.8	Termination of employment: a) Redundancy (for non-Academic staff on fixed term and open-ended contracts) b) Disciplinary or incapacity c) Voluntary severance	a) HR Director* b) HR Director c) HR Director * The authority to reach a decision as to whether there should be a reduction in academic staff by way of redundancy is reserved to Court.
4 Research and Knowledge Exchange and Commercialisation		
4.1	<p><u>Authorisation for research grant applications, agreement of contracts to undertake research, consultancy and knowledge exchange services and ancillary agreements (including ancillary intellectual property agreements), confidentiality agreements, material transfer agreements, EU partnership bids and contracts. Authorisation for the formation of spin-out companies, research grant applications, agreement of research contracts, confidentiality agreements, intellectual property rights agreements, patents, EU partnership bids and contracts.</u></p> <p><u>Authorisation for the formation of spin-out companies, stand-alone intellectual property rights agreements and filing of patents.</u></p> <p><u>Note: Any contracts deemed to be high-risk require the prior agreement of Executive Team</u></p> <p><u>Investments in spin-out and other companies</u> a) Value up to £1 <u>million</u> b) Value >£1 <u>million</u> - £2.5 <u>million</u> c) Value >£2.5 <u>million</u></p> <p>Note: Committing more than 50% of the annual funds available for investment in spin-out companies to one company requires approval from Court Business Group.</p>	<p>Director of Research and Knowledge Exchange Services (RKES)</p> <p><u>Director of Innovation and Industry Engagement (IIE)</u></p> <p>a) <u>Executive Team, following consideration of advice from the Enterprise Commercialisation & Investment Committee Advisory Board</u> b) Court Business Group* c) Court</p> <p><u>* In exceptional circumstances, Executive Team may approve following consultation with Convener of Court</u></p>
4.2	Management of Commercial Development Funds	<u>Director of IIE Associate Deputy Principal (Research & Knowledge Exchange)</u>
4.3	<p>Approval for consultancy work undertaken by staff of the University</p> <p>a) Value up to £10,000 (standard, pro-forma contract) b) Value up to £10,000 (non-standard) c) Value >£10,000</p>	<p>a) Head of Department/School b) Director of RKES c) Director of RKES</p>
4.4	Ethical approval of investigations involving human participants	University Ethics Committee (UEC) and Departmental/ School Ethics Committees (DEC/SEC)

Note: The University's Code of Practice on Investigations Involving Human Beings should be consulted to determine the appropriate approval process.

5 Student-related Matters		
5.1	UK Visas and Immigration compliance	USC COO
5.2	Approval of all course and tuition fees	CFO
5.3	Revision to the name of a Department, School, Institute or Centre a) Minor change b) Major change Note: Senate will determine whether a proposed name change is minor or major	a) Senate b) Court
5.4	Approval and publication of Regulations on student-related matters	Senate
5.5	Collaborative agreements leading to awards or joint awards of the University	Senate
5.6	Establishment of Fellowships, Scholarships, Studentships, Exhibitions and Prizes	Senate
6 Information Services		
6.1	Corporate Information Strategy	Executive Team
6.2	Information Services-related projects – approval of detailed business case and to proceed (items of non-recurrent spending not within the Court-approved budget) a) Value up to £500,000 b) Value >£500,000	a) Information Strategy Committee b) As per limits defined in Section 1.2 above
6.3	Development and approval of policies, guidance or procedures on the use of University computing facilities and resources	Information Strategy Committee
7 Other Matters		
7.1	Use of the University Seal a) Degrees, diplomas and other academic awards b) Financial and property transactions or other Court business already delegated via this Schedule or the University's governing instruments c) Financial and property transactions or other Court business for which authority has been reserved to Court	a) Principal and USC COO b) Principal and COO of CFO c) As per University Regulation 1.12
7.2	University response to external consultations, calls for evidence, etc.	Member of Executive Team or Professional Services Director, as appropriate depending on the nature of the consultation/ request

Appointment to Remuneration Committee

Remuneration Committee

1. Remuneration Committee is due to meet at the end of November. On this occasion, key members will unavoidably be absent. Therefore, it is proposed that an additional member of Court be co-opted to attend the November meeting of Remuneration Committee.
2. The terms of reference of Remuneration Committee state that its composition should be:
“The Convener of Court ex officio, the Treasurer ex officio, up to five other members, appointed based on their skills and experience. These may be existing members of Court or external individuals co-opted to provide expertise not otherwise available amongst the membership of Court, subject to there being a majority of lay members on the Committee at all times (with the majority of these being members of Court)”
3. Based on these rules, the current membership of Remuneration Committee leaves open the possibility of co-opting an additional member based on their skills and experience.
4. Taking into account the required balance of skills and experience, alongside members' time commitments, it is proposed to co-opt Marion Venman, who has indicated she would be willing to join the Committee, if appointed. Marion has served on both Staff Committee and Remuneration Committee in the past and therefore is experienced and knowledgeable in both University staffing matters and in senior remuneration.
5. To enable this appointment to be made within the required timescale, CMG has been consulted by correspondence. CMG recommends the proposed appointment to Court for approval prior to the Remuneration Committee meeting.

Recommendations

6. Court is invited to **approve** the appointment of **Marion Venman** to Remuneration Committee for the meeting to be held on the afternoon of 28 November 2019.

RESEARCH INTEGRITY STATEMENT 2018-2019

9/2/2019

Research Integrity Statement 2018/2019

September 2019

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.

In the period 2018/2019, Strathclyde has sought to improve on specific elements of provision and put in place the necessary structures to assist in gaining a better picture of research integrity activity at Strathclyde to inform plans for the next period.

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.

This year, changes have been made to the team, based in Research & Knowledge Exchange Services, that supports policy and strategy for Research Integrity. The re-establishment of a research policy function via a four- person-strong policy team working across research policy, including research integrity, under the leadership of the Research Policy Manager, will enable the activity planned for the next several years to be supported appropriately.

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

As detailed in previous statements, Strathclyde has an award-winning PGR researcher development programme. This programme continues to be delivered by Faculties, Professional Services and external partners to offer the postgraduate research community 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. Specific research integrity training is delivered through PGR induction, via face to face workshops and as a 20 hour online resource available to all students. A full PGR lifecycle review is underway to ensure that provision for PGRS creates the best possible environment for the development of excellent researchers (Further details included in Section 6.X under Key Activities in the Current Year).

Training for Early- Career (including postdoctoral researchers, research fellows and research assistants), Mid-Career & Established Academics continues to be 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. Specific training on Research Integrity issues including research data management is available and provided to groups of researchers on request. In addition to the 20 hour online resource on research integrity, also available to students, a full research data management course available online via the Development & Training Gateway. In this period, additional courses related to RI have been provided by OSDU (as detailed in 6.2 under Key Activities in the Current Year).

5.2. Researcher Support Services

The University continues to provide 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 including GDPR,
- 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

In addition to a continued focus on ensuring that our policies and practices continue to be consistent with the latest advice and requirements, this year Strathclyde has sought to improve provision in targeted areas based on initial assessment of our provision. This work has included:

6.1. Instigation of full review of PGR provision

In 2018, the Strathclyde Doctoral School was established to ensure a prominent and cohesive provision for postgraduate research students at Strathclyde. One of the key aims of the SDS is to support and nurture a dynamic, student-led, interdisciplinary research community that fosters good practice in research culture and PGR agency. The Strathclyde Doctoral School (SDS) Executive Board initiated a wholesale review of the PGR lifecycle from regulations to administrative processes and systems, with a view to creating an enhanced overarching approach that works for students and staff. A review of PGR induction will be conducted in May/June 2019.

6.2. Introduction of Additional Training for Staff Researchers

Ensuring that cognisance of research integrity continues to be a feature of the life of our researchers as their careers progress is of crucial importance in maintaining a culture of research excellence. Strathclyde's OSDU has introduced a series of events this year to prompt conversations around research integrity among this audience and to test out the appetite for centrally organised events of this kind. Each semester in 2019, we have invited key speakers to come to Strathclyde to run sessions with our research staff:

February 2019: Sir Philip Campbell led a Round Table on Research Integrity and the publication process: authorship, reproducibility and other issues alongside Dame Anne Glover, Professor Sara Carter, and Professor Tim Bedford.

May 2019: Dr Irene Hames led two different events, a lecture and a workshop entitled 'Research Publication and Peer Review – Ethical Practice in an Increasingly Challenging and Complex world' and 'Research Publication and Peer Review – Ethical Issues and Moral Dilemmas'. These events were well attended and received excellent feedback. Individuals from a range of groups attended including those teaching research integrity at Undergraduate level.

Due to the increasing success of these events, OSDU will continue to provide events on research integrity topics at regular intervals (For further details see Section 7. Activities for the Coming Year).

6.3. Instigation of RKEC Short Life Working Group on Research Integrity

At the second regular annual meeting of RKEC specifically focused on Research Integrity in September 2019, a short life working group focused on Research Integrity was approved. The aim of this subgroup is to map current research integrity activity across the institution and then to use this information to highlight areas of best practice enabling peer-to-peer learning and to inform the provision of improved central support in the form of policy and training. The group will consider best practice from other institutions, advice from UKRIO and means of encouraging and recognising involvement in RI training, events and activity.

7. Activities for the Coming Year

7.1. Outcome of PGR training review

The PGR training review detailed in 6.1 is planned for 2019/2020. The outcomes will be reported to the Research Development Sub Committee and subsequently to RKEC. Any recommendations will feed into the analysis of RI provision being undertaken by the RKEC sub group detailed in 6.3 and 7.3.

7.2. OSDU Research Integrity Events

While review of provision is ongoing, OSDU will continue to provide courses centrally. Following on from the high level RI events hosted in 2018/2019, events planned in 2019/2020 will focus on specific elements within RI:

- "Research Integrity in Practice" (SPIRAL Programme) – a half-day workshop to support staff understand and apply the principles of research integrity in their everyday work, explore how

misconduct may arise and ways to alleviate such pressures, as well as draw attention to Strathclyde's policies and processes in these areas.

- Research Integrity and Ethics (Strathclyde Supervisor Development Programme) – a half day workshop to support PGR supervisors consider their own understandings of good research practice, make informed choices based on the principles of research integrity and consider how they can embed a culture of integrity within and beyond their supervisory relationships.

Staff will be able to access the online suite of 'Research Integrity' workshops currently available to PGRs.

7.3. Research Integrity Short Life Working Group

This sub group of Strathclyde's strategic Research & Knowledge Exchange committee will assess current provision as described under point 6.3 and will report findings and recommendations to RKEC by the end of 2019.

7.4. 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. We expect our membership of UKRIO to greatly assist in this aspect of our learning.

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

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 was endorsed by RKEC in November 2017 and formal Senate approval followed 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. Strathclyde's research quality depends upon a transparent and accountable research

culture and Strathclyde is committed to supporting the highest standards in research. As part of this commitment, activities for the coming year will include promotion of reporting mechanisms to ensure that researchers are able to raise questions and concerns about research conduct and practice and be confident that there are effective mechanisms in place to deal with any allegation appropriately.

This table details recent allegations of misconduct:

Date of Allegation	Nature of Allegation	Respondent Type	Status	Outcome
2016/2017	Failure to follow ethical guidelines	Staff	Formal Investigation Complete	Upheld

Change of local infrastructure partner in UAE
[RESERVED ITEM]

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

Background

1. The Counter-Terrorism and Security Act 2015 established 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, which meets twice per annum. Membership includes a representative from each Scottish HEI; four members nominated by AUCSO (the Association of University Chief Security Officers); and the Head of the Scottish Government Connected Communities Unit. Representatives from Police Scotland, NUS Scotland and UCU Scotland attend by invitation.
3. The Scottish Higher Education Prevent Working Group met in May 2019, and the autumn meeting will take place on 26 November.
4. The USCO, or her nominee, the Director of Student Experience, represents the University on the Higher Education Prevent Working Group and attends twice-yearly meetings of the Local Multi-Agency CONTEST Group. The Head of the University’s Security Services is the Chair of AUCSO.
5. The UK Government Contest 3 Strategy and implications for the Prevent Strategy, is currently the subject of an independent review led by Lord Carlile. The review focuses on how the government’s strategy for safeguarding those vulnerable to radicalisation is being delivered and will make recommendations for the future of the strategy. The review will report to Parliament by August 2020.
6. Universities UK (UUK) is concurrently undertaking a review of Prevent support and arrangements.
7. The annual Scottish Government Prevent Conference did not take place in 2018/19 as outcomes of the Carlile independent review are awaited.

University of Strathclyde Prevent Working Group

8. The University’s internal Prevent Working Group, chaired by the USCO, is responsible for implementation of the Prevent duties. 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.
9. The members are Dr Veena O’Halloran, USCO (Convener); Gill Watt, Director of Student Experience; Ray McHugh, Director of Marketing and Development; Gordon Scott, Acting

Director of HR; Stuart Brough, Director of ISD; Claire Carroll, RKES; Rachel Doyle, Head of Safety, Health and Wellbeing Services; and Gordon MacKenzie, Head of Campus Security.

10. There is a standing invitation for two members of Strathclyde Students' Association Executive (the Student President and VP Diversity) and the President of the Strathclyde University Muslim Students' Association to attend meetings. The NUS oppose the legislation and hence the student representatives attend as observers. Separately from the meetings, student representatives are consulted on all Prevent matters relating to students.
11. No reportable concerns under the Prevent duties were raised in 2018/19.

Prevent Duty Guidance

Staff Briefings and Training

12. The sector guidance stipulates 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.
13. Developments in sector training is led by the Safeguarding and Vulnerability Team, including the Collaborative Outcomes Learning Tool (COLT) which is designed for the HE sector in Scotland.
14. In keeping with the Scottish HE Prevent Working Group's approach, formal training for University managers with a role in addressing the statutory duty is organised regionally. The West region includes Strathclyde, Glasgow University, Glasgow Caledonian University, Glasgow School of Art, the Royal Conservatoire of Scotland, SRUC-west and the University of the West of Scotland. These meetings are held at least twice each year to share experience, practical issues and lessons learned. Feedback is shared with by the Scottish Government's Safeguarding and Vulnerability Team within Connected Communities Unit.
15. Further developments in training are anticipated to follow the concurrent UK Government and UUK reviews. The University Prevent Working Group will consider feedback on all new training as it becomes available.

Speakers and Events

16. The [Events and Speaker Policy](#), which was approved by the Executive Team and Court in 2016 continues to be in operation across the University. The policy will be reviewed in light of the recommendations from the UK Government and UUK reviews.

Provision of Welfare and Pastoral Support

17. The University has a duty of care towards its students and is committed to providing support and guidance for students should they require help or assistance. The University has a well-established range of student support services available. Where this includes interfaith facilities there must be clear policies and procedures in place and a senior member of staff should be responsible for the management of these facilities. Considerable investment has been made by the University in these areas, in particularly the promotion of positive mental health and wellbeing.
18. The Director of Student Experience, senior colleagues from Student Experience and Strathclyde Students' Association (Strath Union) Executive continue to work together on the enhancement and promotion of Interfaith Services at the University. The joint Faith and Belief

Fund, established in 2018/19, promotes interfaith activities across student clubs and societies.

Liaison with Strathclyde Students' Union

19. The University continues to engage with Strath Union on Prevent matters and representation from Strath Union on the University Prevent Working Group is facilitated.

Information Sharing

20. The Scottish Higher Education Prevent Working Group continues to work in conjunction with Police Scotland and Scottish Government to establish a formal 'information sharing' protocol for Scottish Higher Education Institutions.

Safety Online

21. In complying with the Counter Terrorism Act, the University has a responsibility to protect researchers. A policy remains under development by the Scottish Higher Education Prevent Working Group, which will provide guidance on security sensitive research. It is anticipated that the guidance will be available for consideration by the University in 2020.

Monitoring

22. The Scottish Higher Education sector's compliance with the Counter Terrorism and Security Act is monitored by the Government. Until 2018/19 bi-annual online questionnaires were issued by the Safeguarding and Vulnerability Team. In light of the ongoing reviews these have been suspended until further notice.

Recommendation

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

SCHEDULE OF COURT DATES 2020/21

Paper L

COURT

Tuesday 6 October 2020	0930 – 1230
Thursday 26 November & Friday 27 November 2019	Residential at Ross Priory
Tuesday 2 March 2021	0930 – 1230
Tuesday 11 May 2021 ¹	0930 – 1600 – Extended meeting
Thursday 17 June 2021	1400 – 1700

COURT BUSINESS GROUP

Wednesday 23 September 2020	1400 – 1600
Friday 13 November 2020	0900 – 1100
Tuesday 16 February 2021	1400 – 1600
Tuesday 20 April 2021	1400 – 1600
Monday 7 June 2021	1400 – 1600

COURT MEMBERSHIP GROUP

Wednesday 23 September 2020	1600 – 1700
Friday 13 November 2020	1100 – 1200
Tuesday 16 February 2021	1600 – 1700
Tuesday 20 April 2021	1600 – 1700
Monday 7 June 2021	1600 – 1700

ANNUAL COURT DINNER

Thursday 17 June 2021	1830 – 2200
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NOVEMBER 2020 GRADUATION CEREMONIES (DRAFT)

Monday 2 November 2020	1100 and 1500
Tuesday 3 November 2020	1100 and 1500
Wednesday 4 November 2020	1100 and 1500
Thursday 5 November 2020	1100 and 1500
Friday 6 November 2020	1100 and 1500
Monday 9 November 2020	1100 and 1500

JUNE 2021 GRADUATION CEREMONIES (DRAFT)

Monday 21 June 2021	1100 and 1500
Tuesday 22 June 2021	1100 and 1500
Wednesday 23 June 2021	1100 and 1500
Thursday 24 June 2021	1100 and 1500
Friday 25 June 2021	1100 and 1500
Monday 28 June 2021	1100 and 1500
Tuesday 29 June 2021	1100 and 1500
Wednesday 30 June 2021	1100 and 1500
Thursday 1 July 2021	1100 and 1500
Friday 2 July 2021	1100 and 1500

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

Executive Team Report to Court

The Executive Team (ET) met on 24 September, 8 & 28 October, 5 & 11 November 2019. 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 & Compliance Officer (USCO), the Team took the opportunity to discuss health and safety matters.

2. Industrial Relations

The Executive Team (ET) continued to receive regular updates on industrial relations. Members noted developments at a national level regarding trade union ballots on pay and pensions, resulting in a mandate for both strike action and action short of a strike for the UCU union on pay and the Universities Superannuation Scheme (USS). Planning had begun to minimise disruption.

3. REF 2021

ET received updates on plans and resources in place to support the university's preparations for REF 2021.

4. UK Exit from the EU

ET received updates on measures to manage and mitigate the impact of exit from the EU under different possible scenarios, taking input in particular from the University 'No Deal' Brexit Business Continuity Group, and Strathclyde EU Exit Working and Advisory Group (SEEWAG). In the light of recent changes in the political context, the University 'No Deal' Brexit Business Continuity Group would continue to meet as the Brexit Business Continuity Group, not exclusively focusing on the no deal scenario

The continuity group had assessed readiness in a wide range of areas across the University and were reassured by the findings of this exercise. Actions had been taken forward in relation to travel advice and readiness in procurement, catering and residences. The UUK survey of no deal preparedness had been completed.

5. Corporate Risk Register

The ET agreed the top risks and mitigating actions in the University's Corporate Risk Register and noted that the Register would be fully refreshed once on-going work on risk appetite management had been completed.

6. Draft Financial Statements 2018/19

ET considered the Draft Financial Statements 2018/19 and accompanying commentary, and noted that the draft Statements had been presented to Audit and Risk Committee (ARC) on 1 November 2019. The External Auditor anticipated issuing an unqualified audit opinion and a clean audit report. There were no unadjusted or adjusted audit differences arising from the audit and no misstatements. The Finance team was commended for achieving this.

The accounts showed the University to have the financial strength to resource major investments and take advantage of new opportunities. There had been good year-on-year growth in non-SFC income.

Growth in tuition fee income was particularly notable. Good financial governance would be critical going forward, to maintain the debt covenant headroom set out in the financial forecast approved in June 2019.

The accounts showed an increase in expenditure which included a Universities Superannuation Scheme (USS) pension deficit recovery provision of £74.8M at year-end. Under accounting standards this year-end position could not take into account an anticipated reversal of this provision of c.£46M, resulting from the 2018 USS valuation. This would be reflected in the 2019/20 financial statements.

7. Q1 Business Report

[Reserved]

8. Year 5 Strategic Plan Update 2018-19

The Director of Strategy & Policy provided a progress update on the 16 KPIs in the Strategic Plan 2015-20. A number of KPIs had been marked 'target achieved' but would continue to be tracked for the remainder of the Strategic Plan period. Others were marked as being on course. Only one KPI, on research postgraduate numbers, was flagged red. This was a known area for improvement, which had received much prior discussion and was subject to on-going improvement efforts.

9. 2025 Strategy: Design concept

The Director of Marketing & Communications presented an overview of the proposed design concept for the public presentation of the Strategic Plan 2020-2025 and associated supporting materials.

10. 2025 Strategic Plan: KPIs

The Director of Strategy & Policy introduced a new draft of the 2025 Strategic Plan and outlined the process for remaining consultation on the document. The latest draft was the product of extensive engagement with Faculties, such that University-level KPI targets were related to Faculty targets. The Team provisionally approved KPIs and targets and noted that further discussions would take place.

11. 2020-21 Draft Outcome Agreement

The Director of Strategy & Policy presented the draft outline of the University's Outcome Agreement (OA) 2020-21 which sought to address requirements set out in the SFC guidance for 2020-21 to 2022-23.

12. Strathclyde People Strategy

The Chief People Officer presented an overview of the draft People Strategy. This had been designed to complement the new Strategic Plan. It was structured around an overall Vision, five Strategic Themes, and a Pledge, with the University's values as its foundation. The Chief People Officer confirmed that

the evolving People Strategy would be further refined prior to presentation of a summary to Court in November.

13. Thrive @ Strathclyde

The USCO presented Thrive@Strathclyde, a holistic and collaborative framework to enhance the health and wellbeing of the whole University community of students, staff and visitors. The Student Mental Health Action Plan was in its third implementation phase. Having effected numerous enhancements to counselling provision and other support, the University was now focused on the delivery of recommendations and outcomes as stipulated by key external drivers including the Scottish Government, Scottish Funding Council and Universities UK. These included the use of sector-wide Scottish Government funding for additional counsellors.

The USCO also outlined the development of the Workplace Mental Health Action Plan, a collaborative initiative across the USCO's and Chief People Officer's areas. A Mental Health and Wellbeing Group, with representatives from all relevant areas, had been assembled to take this forward. Best practice was being investigated, from Higher Education and other sectors. A variety of resources would be developed, beginning with staff training, with a focus on positive mental health. Monitoring of impact would be built into the plans. Key to taking forward the plan would be the planned appointments of a Workplace Wellbeing Manager and a Staff Disability Adviser in 2020. Members welcomed the priority placed on creating a positive workplace culture, noting that this work was timely, having synergies with other on-going work, including the People Strategy.

14. Shared Success Scheme

Executive Team approved, in principle, a Shared Success Scheme, noting that the proposals aligned well with the University's people-centred and progressive values. ET agreed that such a scheme would help to motivate and show appreciation for University staff contributions to strategy delivery.

15. Maternity/Paternity Benefits Review 2019

The Acting Director of HR gave a summary of proposed changes to maternity and paternity benefits. ET approved seven recommendations to be taken forward, noting that the relevant policies would now be altered in light of these changes. The revised policies would then be discussed at CJNCC and submitted for formal approval at Executive Team and Staff Committee.

16. Strathclyde Values Survey 2019: Outcomes

ET reviewed the outcomes of the 2019 Strathclyde Values Survey. Closing in July 2019, the survey was the third values survey at Strathclyde, with an increased response rate of 37% (compared to 35% in 2016). Positive feedback on each of the values had increased. The weighted average had increased in all staff categories apart from operational, and the biggest growth had been in the teaching staff category, up 8 points to 91%.

17. Financial monitoring

The Chief Financial Officer (CFO) gave ET a summary of overarching priorities in finance and financial monitoring parameters in the coming years. The University had significant ambitions for growth and would continue to invest strategically.

18. Centre for Sustainable Development

ET received a presentation on the proposed Centre for Sustainable Development and approved its establishment. The Centre's areas of focus would be broadly defined according to the 17 UN Sustainable Development Goals. As such, it would contribute to the University's global and socially progressive outlook. It was noted that the University had many relevant areas of research and teaching in addition to groups working on relevant matters of University policy. The existence of the Centre would help to build on these and so expand educational, research and knowledge exchange opportunities in relevant areas, including partnership building and generating applications to a variety of funding sources. Estimated revenue was forecast to substantially outweigh estimated annual running costs.

Court Business Group Report to Court

The following items were discussed by Court Business Group on 13 November 2019 and are provided here for Court to note.

1. Preparations for REF 2021

The Research Policy Manager presented an update on preparations for the Research Excellence Framework exercise (REF) 2021, the results of which would influence the levels of SFC Research Excellence Grant funding for subsequent years. Members were given a summary of changes to the REF since the last REF exercise and an overview of the University's approach to forecasting and optimising REF performance.

The University was well-placed to maximise the quality of its REF return. Key challenges had been identified through detailed work with Faculties. New resource had been put in place to support the REF team.

2. Financial Statements 2018/19

The Chief Financial Officer (CFO) presented an overview of the Financial Statements 2018/19, which had been considered by Audit & Risk Committee (ARC) at its meeting on 1 November 2019 and recommended by ARC for Court approval. Members commended the finance team following a clean audit report from the External Auditor.

The accounts showed the University to have the financial strength to resource major investments and take advantage of new opportunities. There had been good year-on-year growth in non-SFC income. Growth in tuition fee income was particularly notable. The University's cash position was good, with significant headroom on debt covenants at year-end. Good financial governance would be critical going forward, to maintain the headroom set out in the financial forecast approved in June 2019.

Expenditure had risen and it was noted that the figure included the deficit recovery provision for the USS pension scheme, which the University was required to report at year-end by the FRS102 accounting standards and agreed sector-wide accounting methodology in relation to USS. The consequent significant year-on-year increase would be reversed by approximately 40% of the current year charge with the introduction of the 2018 USS valuation in the new financial year. The underlying balance sheet position was stable overall.

3. Q1 Business Report

[Reserved]

4. Strategic Plans and Outcome Agreement

The Director of Strategy & Policy introduced this three-part update comprising: a Year 5 progress report on the University's 2020 KPI targets; a near-final 2025 Strategy document; and an outline draft of the University's new Outcome Agreement for 2020-21.

The Year 5 2020 KPI progress report highlighted the University's strong performance against demanding targets, with a number of KPIs now marked as 'target achieved' for first the time. A final 'wrap up' report against these 2020 targets would be brought back to Court in a year, to close off the 2015-2020 Strategy.

Significant further development work undertaken on the draft 2025 Strategic Plan since Court had seen an initial draft in October. The University Strategy would be dynamic, evolving in light of experience, with some KPIs expected to be reviewed and potentially refreshed during the delivery period. Communications and Marketing colleagues had been working closely with Strategy & Policy and were at an advanced stage of preparation of the design and formatting for the Strategy.

5. Revised Charter and Statutes

The University Secretary & Compliance Officer (USCO) introduced the draft University Charter and Statutes, which had been revised primarily in order to ensure full compliance with the Higher Education Governance (Scotland) Act 2016. The relevant changes had been agreed in principle by Senate and Court in 2018, but changes to the text of these documents required Privy Council approval, with prior agreement from the Scottish Government and, on this basis, a detailed formal resolution of Court.

Members identified a necessary change regarding the terms of office of student members of Senate and agreed that this should be progressed through further discussions with the Scottish Government.

6. Schedule of Delegated Authority

The USCO outlined proposed changes to the University's Schedule of Delegated Authority (SoDA), which were to be presented to Court for approval on 28 November. A three-stage process was proposed and agreed:

- i. immediate revision of the SoDA in its current form, as presented in the paper, to bring it up to date and make minor adjustments;
- ii. development of a separate but related document in 2020, setting out authorised signatories for key documents;
- iii. a more fundamental review and revision of the SoDA, to be carried out thereafter.

Members agreed that a future version of the SoDA should clarify routes to approval and the distinction between approval and sign-off.

7. Court agenda 28 & 29 November 2019

CBG approved the agendas for the November Court meeting and strategy sessions, subject to minor amendments.

Report to Court from Audit and Risk Committee

The Audit and Risk Committee met on 1 November 2019.

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

1. Financial Statements 2018/19

Prior to the meeting, the members of the Audit and Risk Committee met in closed session with the Head of Internal audit and the External Auditor to discuss the audit and 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 the report from the External Auditors, the Audit and Risk Committee **recommends** to Court that:

- I. The draft Financial Statements for 2018/19 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.

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

2. Draft Financial Statements 2018/19

The Chief Financial Officer presented key details in regard to the University's financial outturn for 2018/19 and invited the Committee to consider and recommend the Draft Financial Statements for approval by the University Court.

The Audit & Risk Committee welcomed the results for 2018/19 and offered comments. During discussions it was noted that:

- The most significant factor impacting the overall outturn was the additional charge of £74.8M relating to the Universities Superannuation Scheme (USS) pension deficit provision. A new deficit recovery plan had been agreed post year end, which would result in a reduction in the provision of £46.0M, this would be reflected in the 19/20 financial statements. Extensive disclosure including a post balance sheet event note was included in the financial statements on the USS pension provision;
- The treatment of the USS pension deficit provision was in line with sector guidance;
- The basis on which going concern was considered was discussed, the budget presented to Court in June 2019 and trading to date were referenced, compliance with covenants discussed and it was noted that the University was able to identify and react quickly to cost pressures when required;
- The potential volatility in KPIs influenced by FRS102;
- Turbulence was becoming the new norm and external awareness, relationship building and scenario planning were therefore vital;
- The section on the impact of the UK's exit from the EU in the financial statements would be reviewed and expanded;

- The changes to the disclosure of the Principal's remuneration was noted and discussed and it was confirmed that the whole benefit package for Senior Officers was considered by Remuneration Committee.

The Convener thanked the Finance Directorate for their considerable effort in finalising the Financial Statements and noted that any significant amendments would be shared with ARC members prior to the Court meeting.

3. Report from External Auditors

The representative from the External Auditors outlined the results of their audit of the financial statements of the University for 2018/19, reinforcing the earlier summary provided by the Chief Financial Officer and providing details on the specific areas where audit scrutiny had been focused. The following points were highlighted:

- The External Auditor anticipated issuing an unqualified audit opinion on the University's financial statements;
- There had been no material modifications or significant adjustments to the scope of the audit as outlined in the audit plan;
- There were no significant internal control findings to bring to the Committee's attention;
- The areas for Audit focus were standard risk areas;
- The Auditor confirmed their contentment with the model used to determine the USS pension deficit provision, the integrity of this and the key assumptions used;
- They were also content that Senior Officer emoluments had been correctly disclosed;
- There were no unadjusted or adjusted audit differences arising from the audit, no misstatements and no matters to bring to the attention of ARC;
- The Corporate Governance Statement had been scrutinised to ensure compliance with the requirements of the revised code;
- The External Auditor confirmed that the representation letter which would be signed on behalf of the University was a standard letter.

The approach to the audit of the USS pension provision was discussed, the requirements of FRS 102 noted in terms of accounting treatment and the disclosures in the accounts confirmed as similar to others in the sector.

4. Follow Up to Review of Staff Induction

Members noted the paper from the Chief People Officer regarding the Executive Team's (ET) consideration of the report on the Review of Staff Induction and the follow up that had taken place. Further detail on the progress of the actions coming out of the report was included in the IAS Management Action Update Report. ET had made a collective commitment to address the issues. Executive leads were cascading actions to their managers, monitoring was being developed and a series of training sessions was in place.

5. IAS Activity Report

The Committee noted a strong start to delivery of the 2019/20 Audit Plan.

IAS had performed sample testing over the controls in relation to the claiming, authorisation and processing of Senior Staff business expense claims and the use of University Traveller Cards (UTC). This had been extended to include Deputy Associate Principals and Professional Services Directors. The CFO noted his intention to review the expenses policy to ensure it remained fit for purpose.

6. IAS Management Action Update Report

The Head of IAS noted that, since the last Management Action Update report, 48 recommendations had been implemented and there were 150 outstanding recommendations, 40% of which were overdue. This compared to 20% overdue in November 2018 and 30% overdue in March 2019. It was noted that many of the actions were expected to be completed by the end of the calendar year and this would be reflected in the March 2020 report. It was noted that there had been a shift from operational to more strategic internal audit reviews involving more senior staff and a wide range of stakeholders. Managers would be encouraged to take this into account to avoid optimism bias in estimating timescales for the completion of follow-up actions.

Members expressed disappointment at the number of actions outstanding from 2017/18 and looked forward to completion of the actions as a priority. It was agreed that this would be fed back to the Executive to review the situation.

7. Review of GDPR Compliance

Members noted the Report on the review of GDPR Compliance and the overall grading of reasonable assurance. Five recommendations had been made, two medium risk and three low risk. All Data Protection contacts had reported satisfaction with the service provided by the Information Governance Unit (IGU) in supporting the implementation of GDPR. IGU had already identified the lack of online training and had introduced monthly refresher sessions as an interim arrangement.

8. Review of the Learning & Teaching Building Project

Members noted the Report on the review the Learning & Teaching Building Project and the overall grading of reasonable assurance. Eight recommendations had been made, five medium risk and three low risks. It was noted that some of the actions were relatively quick wins and that there was time for management to address the recommendations and mitigate any potential negative impact.

While pleased to note that there were no overall financial concerns on the project and that the intention remained not to spend the contingency which was in place, members felt that the report did not fully reflect the assurance provided by management. In response it was explained that the report was intended to highlight issues to management, none of which were high risk, rather than the aspects of positive progress or good practice. It was agreed that a verbal update would be provided at the February meeting.

9. Review of External Auditor's Performance

[Reserved]

10. Audit & Risk Committee Annual Report 2018/19 – Final Draft

The Committee noted and **approved** the Annual Report 2018/19 and its submission to Court with one minor amendment. (see Annex A).

11. IAS Annual Report 2018/19

The Committee noted and approved the IAS Annual report 2018/19.

UNIVERSITY OF STRATHCLYDE

AUDIT & RISK COMMITTEE ANNUAL REPORT TO COURT

Year ended 31 July 2019

This is the University of Strathclyde Audit & Risk Committee's Annual Report for 2019 covering the financial year 1 August 2018 to 31 July 2019.

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 continues in order to develop a dynamic, technology-enabled and sustainable environment for staff, students and partners. It is also pursuing new opportunities in support of its ambitions and strategic objectives, building upon existing strengths.
- 1.3 The Audit & Risk 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 & Risk 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 & Risk Committee members visited key operational areas of the University and met with leaders of key initiatives throughout the year.
- 1.4 During 2018/19, under the Audit & Risk Committee's direction, IAS continued to focus resources on the three major aspects of audit work – *key risk based audits, recurrent audit activities, monitoring and advisory work*. 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, Chief Commercial Officer, Chief People Officer, Vice Principal and the Executive Deans.

2 MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 The membership of the Committee in 2018/19 is detailed below with the Terms of Reference (as approved by the Committee on 7 September 2017 and reviewed at its meeting on 21 March 2019) appearing in Appendix 1.

Name	Position	Term of Office
Paula Galloway (Convener)	Lay Member of Court	01/08/18 – 31/07/21
Kerry Alexander	Lay Member of Court	01/08/16 – 31/07/19
Alison Culpan	Lay Member of Court	01/08/18 – 31/07/21
Jane Morgan	Lay Member of Court	01/08/16 – 31/07/19
Ian Reid	Co-opted Member	01/08/18 – 31/07/19

Audit & Risk Committee Annual Report to Court 2018/19

3 MEETINGS IN 2018/19

3.1 The Committee met on five occasions during the year:

5 September 2018
1 November 2018
7 February 2019 (Annual Workshop)
21 March 2019
22 May 2019

3.2 The Principal, the Head of Internal Audit, the Acting Chief Financial Officer, the University Secretary and Compliance Officer and the Committee Manager were also in attendance. 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 (November, February, March 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 2019 meeting (where the 2018/19 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 2018/19 programme of meetings the Committee visited different areas of the University, including:

- Widening Access Team to meet staff and discuss recent and planned initiatives/partnerships, opportunities, key risks and challenges.
- Department of Computer & Information Sciences to meet senior staff, discuss recent and planned major initiatives/partnerships and increase Audit & Risk Committee's awareness of the ongoing opportunities and challenges.

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

- Student Information Management System (SIMS) Project - following a report to the Executive Team in 2017, a detailed review had been initiated resulting in a number of immediate and longer term actions intended to support the mitigation of risk. Audit & Risk Committee had received regular updates during 2017/18. In November 2018, the Associate Principal updated Audit & Risk Committee on the progress of SIMS phase 2. In September 2019 a further update on the plans for SIMS Phase 3 was presented to Audit & Risk Committee.
- Business Continuity Management (BCM) - following the IAS review of BCM in 2017, the University's approach to BCM was reviewed and updated to reflect the current ISO standard, where appropriate. The Risk & Resilience Manager provides an annual update to the Audit & Risk Committee.
- Institutional Research Audit 2018 - key changes in the Research Excellence Framework (REF) 2021 and the University's preparedness for REF2021.
- Information Security - the cyber risks facing the University and the processes and plans in place to mitigate these. (see paragraphs 9.9 - 9.11)

Audit & Risk Committee Annual Report to Court 2018/19

4 INTERNAL AUDIT SERVICE 2018/19

- 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. The previous Head of Internal Audit retired in 2017 and a fixed-term appointment led the Unit during 2017/18. A review of the options for future delivery of the Internal Audit Service (IAS), carried out in 2017/18, recommended that the current in-house provision of the Internal Audit Service be continued. A new Head of Internal Audit was appointed in August 2018 and led the Unit during 2018/19. The Unit was also staffed during the 2018/19 financial year by 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 independent and objective assurance to the Principal and Court, via the Audit & Risk Committee, on the adequacy and effectiveness of the University's systems of risk management, 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 Plan for 2019/20

- 4.3 In April 2019, during the drafting of the Internal Audit Assurance Strategy and Plan for 2019/20, IAS met with Audit & Risk Committee members to review and discuss the draft. At its May 2019 meeting the Committee considered and endorsed the Internal Audit Assurance Strategy and Plan for 2019/20.
- 4.4 The Strategy and Plan was prepared using a risk based approach and aimed primarily to ensure assurance could be given about the key risks faced by the University in achieving its objectives. This involved reviewing the University's Strategy and Corporate Risk Register as well as the subsidiary registers held within individual Directorates, Faculties, Schools and Departments. In developing the plan, IAS also took into account its inherent knowledge and experience of the University's governance and control systems including the results of previous audit activities.
- 4.5 In addition to the risk-based plan, IAS also performs annual recurring audit work designed to meet the requirements of the Scottish Funding Council's Financial Memorandum and Outcome Agreement.
- 4.6 IAS continued to manage the University's Assurance Statement process by distributing the Key Controls Checklist and collating the results from individual departments and directorates. This process is designed to ensure management remains vigilant about its governance and control responsibilities in key areas. IAS reviewed the returns to identify areas of risk or potential weakness which may require follow up. At the request of the Audit & Risk Committee, IAS performed spot checks of a selected area of the Key Controls Checklist across a sample of departments and directorates.
- 4.7 IAS also continued to monitor key developments across the University that impacted on governance, control and risk management.
- 4.8 The Strategy and Plan was designed to be fluid and updated to reflect changing priorities or emerging risks. Proposed changes would be approved by the Audit & Risk Committee.

Audit & Risk Committee Annual Report to Court 2018/19

Annual Report from Internal Audit Service 2018/19 and Audit Assessment

- 4.9 The Committee received the IAS Annual Report 2018/19 at its meeting on 4 September 2019. The Report served 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 provided a summary of the activity and resources of the IAS during 2018/19.
- 4.10 In its Report, the IAS provided assurance that the University had a framework of controls in place that provided reasonable assurance regarding the organisation's governance framework, internal controls, effective and efficient achievement of objectives and the management of key risks. This assessment was based on:
- all reviews undertaken as part of the 2018/19 Internal Audit Plan;
 - any scope limitations imposed by management;
 - matters arising from previous reviews and the extent of follow-up action taken including 2018/19 reviews;
 - expectations of senior management, the Audit & Risk Committee and other stakeholders;
 - the extent to which internal controls address the University's risk management / control framework;
 - the effect of any significant changes in the University's objectives or systems;
 - the internal audit coverage achieved to date; and
 - the signed Statements of Assurance provided by Heads of Department or equivalent, Directors, Executive Deans, the University Secretary & Compliance Officer, Chief People Officer, Chief Financial Officer, and Chief Commercial Officer.

Accountability & Assurance Framework (Key Controls Checklist)

- 4.11 This self-assessment document covers key areas of internal control and governance. Following consultation with colleagues across the University, the Key Control Checklist was updated to reflect changes in regulatory and legislative requirements. This included the addition of a new section in relation to Staff Induction. The checklist was issued, in May, to every Head of Department/School and Professional Services Director, and a number of other managers identified as being in charge of significant stand-alone functional areas, for completion by end of July 2019.
- 4.12 Statements of Assurance were then provided to the Executive Deans, Chief Financial Officer, Chief Commercial Officer, Chief People Officer and the University Secretary and Compliance Officer. These officers in turn signed Statements of Assurance addressed to the Principal, Audit & Risk Committee and University Treasurer to confirm compliance with key University policies and procedures within their area of control.
- 4.13 This provides the Principal, as signatory of the University's Annual accounts, with an additional degree of confidence that the important internal controls are operating effectively throughout the University. 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 & Risk Committee was apprised of the details of this process for 2018/19 and provided with the signed Statements of Assurance from Deans, Chief Financial Officer, Chief Commercial Officer, Chief People Officer, Vice Principal and the University Secretary and Compliance Officer.

Internal Audit Performance

- 4.14 The staffing complement in IAS was 2.4 FTE and was considered adequate for delivery of the 2018/19 Audit Plan. The Head of IAS had taken up post in August 2018.

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- 4.15 During 2017/18 the then Head of Internal Audit introduced a Quality Improvement Programme to the Internal Audit Service and carried out a self-assessment of the service, with a view to an external assessment being carried out in 2018/19.
- 4.16 In 2017 the Council for Higher Education Internal Auditors' (CHEIA) produced a re-designed tool for use in carrying out assessments within the Higher education sector. In October 2018, the Head of Internal Audit completed the self-assessment tool, prepared evidence to justify each of the responses and requested external, independent validation from another Head of Internal Audit (who was also a CHEIA Committee Member). In August 2019, the Head of Internal Audit again completed the self-assessment tool and submitted the responses to CHEIA.
- 4.17 This concluded that, for the 60 questions asked, the Strathclyde IAS displayed best practice in 38 areas, was fully compliant in 20, partially compliant in 2 and that there were no areas of non-compliance. Following this process, the Head of Internal Audit was provided with benchmarking data to allow for a comparison of the IAS results against their peers.
- 4.18 The two areas of partial compliance related to specialist skills within the team and the use of data analytics. During 2018/19 the External Auditor hosted a data analytics workshop for IAS staff. This was a useful session which provided IAS with an enhanced understanding of the potential challenges associated with implementing data analytics as part of the internal audit methodology.
- 4.19 The Head of IAS was in the process of preparing an action plan to identify the steps required to improve the operations and internal processes to ensure that the results of the 2020 self-assessment are more closely aligned to the sector averages.
- 4.20 IAS also carried out a survey of key stakeholders in August 2019. Survey questionnaires were issued to 40 stakeholders and 25 of these (63%) were completed. The responses showed considerable satisfaction with the service provided by IAS with some very positive comments and a few useful suggestions provided. The results of the survey were provided to Audit & Risk Committee at its meeting in September 2019. The IAS team will reflect on the feedback provided and identify areas of the service that would benefit from further enhancement.

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 Auditors. At its meeting on 10 November 2016, Audit & Risk 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 During 2017/18, the Chief Financial Officer (CFO) signalled his intention to retire at the end of the session. Audit & Risk Committee therefore requested that the possibility of delaying the tendering process for a year, to allow a new CFO to be in post, be investigated. The University discussed this with the Scottish Funding Council (SFC) who agreed that this was a reasonable course of action in the circumstances. It was therefore agreed to extend the appointment of Ernst & Young LLP by one further year

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subject to the Audit & Risk Committee's annual consideration of the performance of the External Auditor being satisfactory.

- 5.3 Mr Stephen Reid fulfilled the role of Audit Partner for 2018/19 and Mr Rob Jones was the Engagement Manager.

Audit Related Assurance Services and Non-Recurring Audit Services Provided by the External Auditor

- 5.4 In 2018/19, the audit fee was £56,600. Other assurance services were also provided by the External Auditor in the year as follows:

- Audit related assurance services relating to loans, discretionary funds and Trusts of £4,700;
- Other assurance services relating to the European Investment Bank loan and overseas assurance work of £24,500.

The total value of audit and audit related assurance services provided was £85,800 plus VAT. There were no additional non-recurring audit fees in terms of fee variations.

Non-Audit Services Provided by the External Auditor

- 5.5 During 2018/19, the University appointed Ernst & Young LLP to provide consultancy advice in relation to payroll related advice and services. 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 £19,955 plus VAT.

- 5.6 Ernst & Young LLP confirmed that audit work was performed by team members separate from those providing non-audit services and all non-audit work was subject to the External Auditor's own independence process including audit partner approval and consideration of the non-audit fee to audit fee ratio. The Audit & Risk Committee was satisfied on the objectivity and independence of the external auditor in relation to non-audit services supplied.

External Audit Plan 2018/19

- 5.7 At its May 2019 meeting the Committee considered and approved the External Auditors' Audit Plan for 2018/19, including the proposed approach for the audit of the 2018/19 financial statements. This was aligned with the requirements of the auditing standards and other professional requirements and also aligned with the Audit & Risk Committee's service expectations.

- 5.8 Key areas of focus included accounting for property, plant and equipment, income recognition, risk of fraud in revenue recognition or management override of controls, Senior officer disclosures and accounting for pension obligations, valuation of capital development programmes and defined benefit obligations.

Review of Performance of External Auditors

- 5.9 At its November 2019 meeting, the Audit & Risk 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.

- 5.10 **[Reserved]**

6 RISK MANAGEMENT

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- 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 2018/19. 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

- 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 and includes in every review consideration of VFM and awareness of fraud and corruption risks. Some reviews were also undertaken with a clear focus on value for money issues. Recent reviews in this category include:
- Review of Course Costing
 - Review of Major IS Projects
 - Trading Income (Residences); and
 - Procurement
- 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 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. Investing strongly in staff and supporting staff development to achieve high performance directly supports value for money objectives.
- 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 It is the responsibility of everyone who commits expenditure to ensure that they comply with the University's Financial Regulations which encompass the wider procurement legislation. The Procurement Team have expertise in sourcing suppliers and partners that deliver the best value at the best price, therefore have a crucial value-adding role within the University. The University's Procurement Manual and related guidance ensure that goods and services are procured both effectively and efficiently, but also importantly within the complex boundaries of Scottish and EU procurement legislation.

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- 7.8 Estates costs are one of the most significant areas of University expenditure. Between 2008 and 2025, the University plans to invest £1 billion in the campus. 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.
- 7.9 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.
- 7.10 The University's Continuous Improvement Directorate provides leadership and direction to the University's continuous improvement activity and national Higher Education agenda including value for money. The Director is a member of the Lean HE Global Steering Group, Universities Scotland Efficiencies Taskforce and is convener of the Scottish HE Improvement Network.
- 7.11 The Directorate has undertaken specific improvement reviews as well as supporting and coaching continuous improvement projects in a number of areas including Estates Services, RKES and AFRC. The Team has also been involved in guiding and influencing Executive Team strategic projects.

8 FINANCIAL STATEMENTS

- 8.1 As part of its review of the Financial Statements, the Audit & Risk Committee reviewed the draft Statement on Corporate Governance and Internal Control at its meeting on 4 September 2019 before it was incorporated into the Financial Statements. The Committee considered the draft Financial Statements for the year ended 31 July 2019 at its meeting on 1 November 2019.

9 OTHER BUSINESS

The Committee considered a range of other relevant business during 2018/19, including the following:

University Financial Position

- 9.1 At its meeting on 1 November 2019, the Committee provided scrutiny of the Financial Statements for the year ended 31 July 2019, 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 & Risk Committee. No matters were reported to the Audit & Risk Committee as requiring further consideration.

University of Strathclyde Students' Association (USSA) Review

- 9.2 The Internal Audit Service (IAS) includes reviews of financial and other management control systems within USSA in its annual plan. As part of the 2018/19 Internal Audit Plan, IAS agreed with the USSA Chief Executive and Head of Finance & Central Services to undertake a review of risk and business continuity management arrangements, General Data Protection Regulation (GDPR) and a high level overview of 2017/18 financial management.

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- 9.3 The focus of this review was to provide both the USSA Trustee Board and the University's Audit & Risk Committee with assurance that risk, business continuity management and GDPR arrangements were in place and operating effectively. Furthermore, the review assessed the extent to which budgetary control arrangements were in place and operating effectively.
- 9.4 Of the four discrete areas reviewed three were given a rating of Reasonable Assurance, while the fourth, Business Continuity Management, was rated Limited Assurance.
- 9.5 Historically, Business Continuity Management ("BCM") had not been formally developed within the USSA and the USSA had identified the development of a BCM Policy and Framework as a key business priority. At the time of the audit visit, IAS noted that a draft BCM Plan was in the process of being developed and recommended that the BCM Plan and associated Programme be completed, finalised, approved, and implemented as soon as reasonably practicable.

Transparent Approach to Costing (TRAC)

- 9.6 The Committee considered and approved 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.

Institutional Efficiency return

- 9.7 The Committee considered and approved a report on the details of the University's contribution to the Scottish Government's efficiency objectives. There was a standard approach that must be followed and specified categories of efficiency savings. The final return had been reviewed by the IAS to ensure the guidance had been followed.

Information Security and Risk Analysis

- 9.8 The Committee continued to offer robust scrutiny of this area during 2018/19. Members sought assurances that the University was appropriately managing information security risks and was suitably equipped to respond to incidents, should they occur. (see 3.6 above)
- 9.9 Audit & Risk Committee was pleased to note that the University had created a trusted desktop environment for which it had gained Cyber Essentials + accreditation and was now beginning to move business units into this environment which would automatically give these units Cyber Essentials + accreditation. The University would be fully compliant once all units and Faculties had been moved into the trusted desktop environment.
- 9.10 Awareness raising was key and ongoing with training being rolled out across the University.

Other Reviews

- 9.11 In addition to the activity described above, a number of other key audit reviews were undertaken across the University in 2018/19. Subsequent findings were reported to the Committee by the IAS in each case. The Committee also received updates at its November and March meetings on the implementation status of agreed Management Actions in completed audit reports. Additional areas where management practices, operations, systems and procedures were reviewed in 2018/19 included:
- Review of Endowments
 - Review of USSA
 - Review of Risk Management
 - Review of Gifts and Hospitality

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- Review of Course Costing
- Review of Major IS Projects
- Review of Trading Income (Residences)
- Review of Partnerships and Collaborations
- Review of Staff Induction
- Review of Procurement
- Review of RKES (Grants & Contracts) Continuous Improvement Action Plan
- Review of UKVI Compliance

9.12 The outcome of these reviews is addressed in the IAS Annual Report.

Annual Workshop

- 9.13 The Committee held its Annual Workshop on 7 February 2019 where it received presentations and held strategic discussions on REF2021, Information Security and an update on Internal Audit Service Developments. The Committee also received input from the External Auditor covering: Fraud Risk and an update on Financial Reporting requirements.
- 9.14 The Audit & Risk Committee had been included in the externally facilitated review of the effectiveness of Court and its committees which took place in the summer of 2017. The final report of this review concluded that the Committee worked well, carried out its responsibilities with care and diligence and had an appropriate membership including provision for two external co-opted members with highly relevant experience.
- 9.15 During 2018/19, the Committee used a self-assessment tool developed by PricewaterhouseCoopers LLP (PwC) to assist with the effectiveness review of an Audit Committee. All members responded and assessed the Audit & Risk Committee's performance as 'above average' or 'fully satisfactory'.
- 9.16 The Committee also undertook its annual review of its Terms of Reference and considered that the current Terms of Reference, approved in September 2017, remained fit for purpose.

Public Interest Disclosure (Whistleblowing)

- 9.17 During 2018/19, the University was made aware of two potential Public Interest Disclosures of matters relating to:
1. Alleged unethical behaviour on the part of a Professor in the Strathclyde Business School;
 2. Allegations that work performed as part of the University of Strathclyde's Climate Justice Fund: Water Futures Programme (CJF) had fallen below expected standards and international best practice.
- 9.18 An investigation was undertaken of each of the disclosures under the University's Public Interest Disclosure (Whistleblowing) Policy. The investigation reports were shared with the Convener of the Audit & Risk Committee and a summary considered at the September meeting of Audit & Risk Committee.

Fraud Prevention

- 9.19 The University was made aware of one potential case of fraud during 2018/19. An investigation was undertaken and a report shared with the Convener of the Audit Committee and a summary forwarded to Audit & Risk Committee for consideration at the September meeting.

10 OPINION

Audit & Risk Committee Annual Report to Court 2018/19

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 & Risk Committee's view that the University's arrangements for:

- Risk management;
- Internal control;
- Corporate governance;
- Economy, efficiency and effectiveness (VfM)

during the year 2018/19 were adequate and effective and can be relied upon by the Court.

10.2 The Committee is satisfied that, during 2018/19, the University has complied with and applied the principles set out in the Scottish Code of Good Higher Education Governance 2017. Areas of the 2017 Code which vary from compliance are detailed in the Statement of Corporate Governance and Internal Control within the Financial Statements.

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 and to the extent covered by the Audit and Risk Committee's remit, have been satisfactorily discharged.

Ms Paula Galloway
Convener of the Audit & Risk Committee
November 2019

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Appendix 1: Audit and Risk Committee

Terms of Reference

Purpose

- 1.2.7 The Audit and Risk Committee reports to the University Court and oversees the arrangements for risk, internal control and governance, including the associated assurances related to these systems.
- 1.2.8 The committee is authorised by Court to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Principal and/or convener of Court.
- 1.2.9 It is also authorised to investigate any activity within its terms of reference and to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the committee.

Main Duties

- 1.2.10 The specific duties of the Audit & Risk Committee shall be to:

Internal Controls

- (a) keep under review the adequacy and effectiveness of the University's corporate governance arrangements, and its financial and other internal controls systems,
- (b) consider the effectiveness of the University's policy on whistleblowing and its 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) 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
- (d) ensure the appropriate investigation of significant losses and that the relevant parties have been informed

Internal Audit

- (e) consider and advise the Court on the criteria for the selection and appointment of the Head of the Internal Audit Service or the appointment and terms of engagement of the internal audit service
- (f) 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
- (g) monitor the implementation of agreed audit-based recommendations
- (h) 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
- (i) promote co-ordination between the internal and external auditors

External Audit

- (j) advise the Court on the appointment of the external auditors, the audit fee, and any questions of resignation or dismissal of the external auditors

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- (k) discuss with the external auditors, before the annual audit begins, the nature and scope of the audit
- (l) 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, financial memorandum and other relevant direction and guidance
- (m) 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 (in the absence of management where necessary)
- (n) to review and approve policy on the engagement of the external auditors to supply non-audit services
- (o) 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

Risk Management

- (p) to monitor and ensure the effectiveness of the University's approach to risk assessment and management through regular review of the Corporate Risk Register and reports from relevant University officers or committees.
- (q) to review the prioritisation of risk management focus via the Corporate Risk Register, taking into account financial, reputational and commercial risks.
- (r) to ensure that audit work is informed by risk management

Reports

- (s) 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
- (t) to receive, as appropriate, reports on the implementation of major projects within the University covering progress, risks and mitigations.
- (u) to receive reports, as appropriate, where there is a potential reputational, commercial and/or financial risk to the University.
- (v) Prepare and present to Court, and subsequently to the Scottish Funding Council, an annual report covering the University's financial year and any significant events up to the date of preparation. The report should express opinions in relation to the committee's review of the effectiveness of institutional arrangements for:
 - i. Risk management, control and governance (including the adequacy of the governance statement)
 - ii. Economy, efficiency and effectiveness (value for money)

Other

- (w) consider such other topics as may be remitted by the Court from time to time
- (x) review, on an annual basis and in consultation with Court, the committee's own performance against accepted good practice

Audit & Risk Committee Annual Report to Court 2018/19

Composition

- 1.2.11 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 individuals external to the University, who should not have significant interests in the University, for a period of time to be determined by the Committee. The convener of Court should not be a member of the committee.

Meetings

- 1.2.12 Meetings shall normally be held at least four times each financial year. The external auditors or head of internal audit may request a meeting if they consider it necessary.
- 1.2.13 The committee should meet with the external and internal auditors, without any officers present, at least once a year.
- 1.2.14 There shall be a quorum at any meeting of the Committee when not less than 3 members, at least 2 of whom are members of Court, are present. In the absence of a quorum no business shall be transacted other than the adjournment of the meeting.

Approved by Court: 28/09/17

MATTERS TO BE NOTED FROM THE STAFF COMMITTEE MEETING HELD ON 04 OCTOBER 2019

The following items are provided for Court's information.

- **STRATEGIC RECRUITMENT**

The Chief People Officer reported that the Strathclyde Global Talent Attraction Programme (SGTP) recruitment campaign had been launched with the majority of adverts closing on Sunday 7 October 2019. The campaign aimed to recruit up to 70 new members of exceptional staff. To date the number of applications submitted was already higher than the total for the previous campaign.

Committee Secretary's note: Since the meeting of Staff Committee the SGTP Scheme closed with a total of 1356 applications. There are a total of 112 applicants who have been shortlisted for interview.

- **NATIONAL PAY NEGOTIATIONS AND PENSION PROVISION**

The Chief People Officer reported that the national Universities and Colleges Employers' Association (UCEA) 2019/20 pay negotiations had concluded with a final offer from the employers of a 1.8% increase in pay (with higher levels of increase for the lower paid). All five of the national Unions were in dispute with Higher Education employers and were balloting on strike action and/or action short of a strike.

The Chief People Officer reported that the national 2018 Valuation of the Universities Superannuation Scheme (USS) has progressed and had resulted in an increase in employer contributions to 21.1% and employee contributions of 9.6%, effective from 1 October 2019. Total contributions would increase further in October 2021 subject to the outcome of the 2020 Valuation

The 60-day consultation period to provide staff on grades 1-5 who were currently members of the USS pension scheme the option to leave this scheme and become members the Strathclyde Pension Fund was due to conclude in November 2019.

Committee Secretary's note: Since the meeting of Staff Committee, UCU have notified that they will be taking strike action and action short of a strike as a consequence of the changes to the USS pension scheme and the national pay negotiations. The action will commence on the 25th November. The other Unions will not be pursuing action at this point.

- **ATHENA SWAN – INSTITUTIONAL SILVER SUBMISSION DECISION**

It was reported that the University had prepared an extensive submission aiming for a Silver Institutional Award in November 2017, fulfilling the University's KPI target to submit by end July 2020. The awarding panel recognised the University's continuing commitment however, along with a number of submissions from other universities, chose to award Strathclyde a further Bronze level award. A national, independent review of the purpose, remit and recognition requirements for the Athena SWAN Charter was currently underway.

The Staff Committee considered future options and agreed that the University will consider submitting for a Silver/equivalent level submission under the new criteria following the conclusion of the national review.

SH/GS/LS 18.11.19

Estates Committee
[RESERVED ITEM]