

## UNIVERSITY COURT – AGENDA

Wednesday 20 June 2018, 14.30-17.30, coffee from 14.15  
Executive Suite, Level 9, Technology and Innovation Centre

**Apologies:** *Dr Jane Morgan, Susan Kelly, Dr Andrew McLaren, Dr Kathy Hamilton*

**Declarations of interest:** *None*

Introduction		
1.	<b>Minutes of the meeting held on 1 May 2018</b> <i>All</i>	<b>Paper A</b> <i>5 mins</i>
2.	<b>Matters arising</b> <i>All</i>	<b>Oral</b> <i>5 mins</i>
3.	<b>Principal's Report</b> <i>Principal</i>	<b>Oral</b> <i>20 mins</i>
Substantive items		
4.	<b>Q3 Business Report 2017/18</b> <i>Chief Financial Officer, Director of Strategy &amp; Policy</i>	<b>Paper B</b> <i>20 mins</i>
5.	<b>2018/19 Budget, Financial Forecasts and Annual Plan</b> <i>Chief Financial Officer, Director of Strategy &amp; Policy</i>	<b>Paper C</b> <i>25 mins</i>
6.	<b>National Manufacturing Institute for Scotland – outline business case</b> <i>Chief Commercial Officer</i>	<b>Paper D</b> <i>30 mins</i>
7.	<b>Presentation: Glasgow City Innovation District update</b> <i>Chief Commercial Officer</i>	<b>Oral</b> <i>15 mins</i>
8.	<b>University of Strathclyde Students' Association 2018/19 Budget</b> <i>USSA President, USSA Chief Executive</i>	<b>Paper E</b> <i>10 mins</i>
Items for formal approval		<i>20 mins</i>
9.	<b>Corporate Risk Register</b>	<b>Paper F</b>

10.	<b>Reappointment of the University Chancellor</b>	<b>Paper G</b>
11.	<b>Court and Committee Membership 2018/19</b>	<b>Paper H</b>
<b>Items for information</b>		<i>25 mins</i>
12.	<b>National Physical Laboratory progress update</b>	<b>Paper I</b>
13.	<b>Governance compliance update report</b>	<b>Paper J</b>
14.	<b>Health &amp; Safety Annual Report and Strategy update</b>	<b>Paper K</b>
<b>Committee reports</b>		<i>5 mins</i>
15.	<b>Executive Team</b>	<b>Paper L</b>
16.	<b>Senate</b>	<b>Paper M</b>
17.	<b>Court Business Group</b>	<b>Paper N</b>
18.	<b>Audit &amp; Risk Committee</b>	<b>Paper O</b>
19.	<b>Enterprise &amp; Investment Committee (Annual Report)</b>	<b>Paper P</b>
20.	<b>Estates Committee</b>	<b>Paper Q</b>
21.	<b>Equality &amp; Diversity Strategy Committee (Annual Report)</b>	<b>Paper R</b>
<b>Closing remarks</b>		<i>5 mins</i>
22.	<b>Any other business</b> <i>Convener</i>	
	<b>Date of next meeting</b> <i>09.30-12.00, Thursday 28 September 2017</i> <i>Location TBC</i>	

**Note:** The Court meeting will be followed by the Annual Court Dinner in the Barony. Drinks will be available in the Winter Garden, Bicentenary Hall from 18.00.

**MINUTES OF UNIVERSITY COURT DRAFT**

**1 May 2018**

**Present:** Dame Sue Bruce (Convener), Ronnie Cleland, Gillian Hastings, Paula Galloway, Kerry Alexander, Dr Archie Bethel, Dr Jeremy Beeton, Susan Kelly, Councillor David McDonald, Principal Professor Sir Jim McDonald, Vice-Principal Professor Scott MacGregor, Professor Erling Riis, Amanda Corrigan, Dr Kathy Hamilton, Gillian Pallis, Louise McKean, Calvin Hepburn, Taylor Wong

**Attending:** Professor Douglas Brodie, Professor David Hillier, Professor David Littlejohn, Professor Atilla Incecik, Professor Sara Carter, Professor Tim Bedford, David Coyle, Dr Veena O'Halloran, Adrian Gillespie, Rona Smith, Sandra Heidinger, Darren Thompson, Helyn Gould (for item 4), Professor John Bachtler (for item 10)

**Apologies:** Marion Venman, Malcolm Roughead, Alison Culpan, Dr Jane Morgan, Dr Andrew McLaren

**Welcome and apologies**

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

No interests were declared.

**1. Minutes**

Court **approved** the minutes of the meeting held on 30 November 2017, recalling that the meeting scheduled for 1 March 2017 had been cancelled due to adverse weather.

**2. Matters arising**

There were no matters arising.

**3. Principal's Report**

The Principal informed members of the following key developments since the November meeting:

The UK's exit from the EU: The Principal explained that the University was monitoring EU-related events closely. A draft withdrawal agreement had been published in March 2018 and the confirmation of a transitional period to December 2020 provided some short-term certainty for the higher education sector as institutions continued to engage with the significant opportunities presented by Horizon 2020. In addition, the Scottish Government had confirmed the extension of funding support for EU student entrants in 2019/20 with discussions ongoing in relation to 2020/21. The University continued to engage positively and widely with its European partners and this was typified by the commencement in January of the Principal's term of office as President of the Conference of European Schools for Advanced Engineering Education and Research (CESAER). In addition, the University continued to undertake its own internal preparations, supported by a working group chaired by the Head of the European Policies Research Centre (EPRC).

Industrial Action: Court noted the extent of the industrial action that had taken place over a four-week period during February and March 2018, in response to changes proposed by Universities UK (UUK) to the Universities Superannuation Scheme (USS). The Principal welcomed the professionalism demonstrated by Strathclyde staff during this challenging period. Following talks mediated by Acas, a revised USS proposal had been put forward and the University and College Union (UCU) had voted on 13 April to accept this,

leading to the suspension of further planned industrial action. A Joint Expert Panel (JEP) would now be established to carry out a further review of USS and a recent meeting of the Joint Negotiating Committee (JNC) had revoked the benefit proposals previously recommended to the USS Trustee. It was noted that the USS Trustee, in the absence of an alternative proposal, had indicated its intent to implement a cost-sharing model, commencing in April 2019, based on the original 2017 valuation. It was anticipated that the work of the JEP would be focused on delivering an alternative proposal for consideration and consultation in advance of this date. Court noted the potential financial impacts of any increase in USS employer contributions.

Court members asked about the impacts on students as a result of the recent industrial action and how these had been addressed. It was noted that, whilst a small number of queries and complaints had been received from students, all Departments/Schools had taken appropriate steps to mitigate, as far as possible, any impact upon students. In the case of any requests for tuition fee refunds, whilst each case would be considered on its own merits, the University's position was informed by the fact that tuition fees covered a wide range of services in addition to the delivery of teaching. Where appropriate steps had been taken to ensure that there was no material impact on student progression, it was anticipated that tuition fee refunds would not be necessary.

SFC indicative funding allocations 2018/19: Court noted that the Scottish Funding Council (SFC) had announced its indicative funding allocations in late February. For Strathclyde, the indicative 2018/19 grants announced were overall 2.4% higher than the 2017/18 grant levels and 2.2% higher than the FYF. This was indicative of the University's success, particularly in bidding for additional funded places. Final allocations would be confirmed in May, although it was not anticipated that these would change significantly.

Ministerial Letter of Guidance 2018/19: Following the finalisation of the Scottish Government's 2018/19 Budget, the Minister for Further Education, Higher Education and Science had issued her Letter of guidance to the SFC in April, setting out her priorities for the year. Key points included a focus on digital skills and on student mental health and wellbeing, both of which the University was well positioned to respond to.

Outcome Agreement 2018/19: Court members were reminded that, following the cancellation of the 1 March 2018 meeting due to adverse weather, they had approved the University's final Outcome Agreement via correspondence. Court took the opportunity to **homologate** this approval.

Strathclyde as a Socially Progressive University: Court welcomed the news that the University had won two awards at the Guardian University Awards 2018 in the following categories:

- "Advancing Staff Equality" for the University's "TransEDU" Project, based on research by staff at the University of Strathclyde, on the experience of trans students and staff in further and higher education; and
- "Retention, support and student outcomes" for the University's "Strathclyde Cares" Project established to increase the proportion of care-experienced students progressing from school to university.

In addition, the University's "Equally Safe in Higher Education Toolkit" Project, funded by the SFC and aimed at eradicating gender-based violence in higher education, had been formally launched by the Minister for Further Education, Higher Education and Science. The Minister had stated her expectation that the Strathclyde-designed Toolkit would be implemented by all Scottish universities and colleges.

Court considered that these examples, amongst others, provided strong evidence that the University's position as a socially progressive institution was well-established. Court therefore **endorsed** the proposal that the University's public-facing Vision statement be slightly expanded to visibly reflect this. The revised Vision statement would be: *A leading international technological university, inspired by its founding mission, that **is socially progressive and** makes a positive difference to the lives of its students, to society and to the world.*

Heath, Safety and Wellbeing: The University Secretary and Compliance Officer (USCO) provided a summary of recent activity and key issues in this area. It was noted that work on the University's Combined Heat & Power (CHP) Plant was continuing and that this had brought some specific safety-related

challenges due to the construction work on campus. Liaison with the contractors and sub-contractors had secured assurances that any issues would be addressed. In addition, Court members discussed:

- Drug-taking amongst students and whether a zero tolerance approach applied. Both the USCO and the USSA Student President commented on the current position at Strathclyde, noting that, whilst reported incidents of drug-taking were relatively low, the agreed focus was on educating and supporting students rather than one of zero tolerance;
- The personal safety of staff and students on campus. It was noted that the city centre location and openness of the campus meant that, on occasion, there were incidents involving members of the public. The University was well attuned to the possibility of such incidents and enhanced security approaches had been implemented in response.

Complete University Guide 2018: Overall, Strathclyde had moved up five places in this league table to 40th and was ranked joint 7th in Scotland. The University had performed particularly well in the subject listings across the UK and was ranked No.1 in seven subject tables. The only UK university to come top in more subject tables was the University of Cambridge. The seven subjects were: Accounting & Finance; Aural & Oral Sciences; Communication & Media Studies; Hospitality, Leisure, Recreation & tourism; Medical Technology; Pharmacy & Pharmacology; Social Policy (joint 1st with LSE)

Engage with Strathclyde Week: Court noted the programme of events that were taking place as part of the annual “Engage with Strathclyde” event, including the “Images of Research” exhibition. Further details, including a calendar of events, would be circulated by email.

Research grants: The Principal highlighted a range of recent major research awards across the University.

#### **4. Presentation: Strathclyde Online – Digital Education Strategy update**

The Deputy Associate Principal (Learning and Teaching) presented an overview of key developments in the University’s Digital Education Strategy. She explained that new course and programme approval structures had been implemented to provide appropriate oversight and governance and that the University’s Education Enhancement Team was working closely with academic staff in portfolio development to ensure the quality and consistency of new digital materials. Each Faculty was investing in learning technology provision, and skills and capacity building was taking place across the University. The University’s current online learning portfolio compared favourably to offerings available in benchmark institutions across the UK and examples of current online materials were demonstrated. The University’s approach to the development and delivery of Graduate Apprenticeships was an exemplar of online learning and had been recognised externally.

Next steps in the delivery of the Digital Education Strategy would include the further rollout of the online learning development process across the University, supported by a series of workshops and employer engagement events. Future developments being explored included providing access to student services from off campus and further exploration of the potential for online assessments and examinations.

Court members welcomed the update provided, commenting positively on current activities and the obvious level of success achieved to date. Key issues arising in discussion included:

- The link between successful online delivery and institutional reputation, as well as the need to ensure the effective and successful marketing of online provision;
- The need to be alert and adaptable to future technological disruption and the changing expectations of future learners. The University’s approach ensured the engagement and close involvement of specialist education technology staff;
- The importance of the student voice in the development of online provision and the fact that Strathclyde was creating an experience-led community involving students; and
- The potential for online learning approaches to contribute significantly to the Continuing Professional Development (CPD) needs of employers and support the University’s widening access ambitions.

Court thanked the Deputy Associate Principal for her presentation.

## 5. Medicines Manufacturing Innovation Centre – Strategic Business Case

The Chief Commercial Officer (CCO) presented a paper seeking Court's approval for the University's partnership with the UK Centre for Process Innovation (CPI) and industry partners to secure the funding and formation of the Medicines Manufacturing Innovation Centre (MMIC). He explained that, following a funding commitment by Innovate UK, there was some urgency to progress the partnership and that the Scottish Enterprise approval process was currently underway. Key elements of the anticipated industry funding had also recently been confirmed. Court noted the proposed partnership model whereby the University would act as a Strategic Partner, providing access to infrastructure, expertise, and the wider research base. This would be operated through a contractual relationship with CPI. It was noted that the intended main benefits for the University were increased research income, an enhanced reputation in this area, and additional opportunities for students to gain industry experience. The location of the MMIC would be confirmed in the coming weeks.

Court discussed the proposal, noting that the University anticipated that it would retain exclusivity on contracting with MMIC but was seeking further confirmation in this area. It was also confirmed that the University would continue to retain all background intellectual property rights emerging from the work of the Continuous Manufacturing and Crystallisation (CMAC) Hub.

Court **approved** the establishment of the strategic relationship between the University, the CPI and the MMIC, as set out in the paper. It was agreed that, should there be any significant changes to the proposed arrangements, this should be reported to Court for additional consideration. It was also agreed that a follow-up report on the establishment of MMIC should be provided to Court in 12-18 months' time.

Additionally, Court members requested that further information be provided on how the strategic relationship and the establishment of MMIC will support the delivery of the University's Key Performance Indicators (KPIs).

## 6. Budget setting 2017/18: context and progress

The Chief Financial Officer (CFO) outlined the 2018/19 budget-setting process. He explained the major factors affecting the emerging budget position, highlighting:

- continuing challenges in the public funding environment;
- the importance of maintaining and accelerating current income growth lines, particularly in relation to tuition fees and research grants, with the former being of key importance for financial sustainability; and
- anticipated expenditure growth, particularly increases in staff-related and infrastructure costs.

The CFO highlighted continuing competition within the UK higher education sector and the corresponding impact of this on Scottish institutions. He also stated that, beyond the 2018/19 Budget and the usual Four-Year Forecast, the University was undertaking significant financial planning for the delivery of the "Strathclyde 2025" vision.

In general discussion, Court members recognised the scale of future growth required to achieve the University's "Strathclyde 2025" ambitions. Whilst this growth was considered achievable, it was noted that there were a number of uncertainties and anticipated that significant further increases in non-public funding streams, such as overseas fee income, would be required. Growth would also be supported by the enhancement of core processes and systems, with greater central coordination being a key aspect of delivery, ensuring consistency and efficiency of effort.

Members also recalled previous discussions in June 2017, where the potential for additional future borrowing was considered by Court. The CFO reminded members that that, in order to support some of the activity envisaged as part of the "Strathclyde 2025" vision, additional funds for investment would be required, in particular to support the expansion of the Technology and Innovation Centre (TIC) Zone. More developed proposals for future borrowing requirements and options would be provided to Court for approval in the coming months.

## 7. USSA Financial Statements 2016/17

The University of Strathclyde Students' Association (USSA) President introduced the Students' Association Financial Statements 2016/17, noting that these are provided to Court annually for information, following approval by the USSA Trustee Board. Court noted a year-end deficit position that was largely attributable to an unexpected increase in the Association's pension liability following the scheme's 2017 actuarial valuation. Despite this, Court agreed that significant progress had been made in recent years to improve the Association's overall financial position and resilience. It was suggested that, in advance of future pension valuations, USSA should budget accordingly for anticipated cost increases.

Court noted the USSA Financial Statements for 2016/17 and welcomed the intention to bring forward the USSA 2018/19 Budget for approval in June.

### **Items for formal approval**

#### **8. Financial Regulations 2018**

The CFO introduced revisions to the University's Financial Regulations, for Court's consideration and approval. He explained that the revisions had been necessary to reflect both internal and external changes but that the overall control environment remained largely unchanged. Court members agreed that the revised and reformatted Regulations, with the addition of hyperlinks to associated policy documents, represented a very useful and readable document for staff. They reflected previous discussions at Court Business Group on the need to ensure a high level of awareness amongst all staff, and particularly budget holders, of the revised Regulations, and their financial responsibilities.

Court **approved** the University's updated Financial Regulations for 2018. It also **agreed** to delegate the necessary authority to the Court Business Group (CBG) to enable it to approve any future material revisions to the University's Financial Regulations.

#### **9. Convener's Action: Magna Charta Universitatum**

The University Secretary and Compliance Officer (USCO) reminded Court members that, following endorsement by the Executive Team, a recommendation that the University should become a signatory to the Magna Charta Universitatum had been circulated to Court for approval in advance of the scheduled meeting on 1 March 2018. As this meeting had been cancelled due to adverse weather, the Convener of Court had agreed to approve the proposal via Convener's Action. Following similar approval by the Principal on behalf of Senate, the University's application had been submitted on 16 March 2018, ahead of the stated deadline. The University had received formal notification on 29 March 2018 that its application had been successful, subject to homologation by Court.

It was noted that the University Senate, on 28 March 2018, had already formally homologated the Senate Convener's Action taken by the Principal in this area (reported via Paper G) and that Court members had been given the earlier opportunity to comment on the proposal via correspondence following the cancelled Court meeting in March. In light of this, Court discussed and **unanimously approved** the University's intent to become a signatory to the Magna Charta Universitatum. Members agreed to **homologate** the action taken by the Convener on 14 March 2018 to facilitate this.

### **Items for information**

#### **10. EPRC Delft – update**

The Head of the European Policies Research Centre (EPRC) introduced a paper updating Court on the University's progress in establishing a presence for the EPRC in Delft, Netherlands. Members were reminded that the establishment of a non-profit Foundation or "Stichting" was approved by Court in June 2017, with the intention of safeguarding EPRC's access to key EU income streams and enhancing the University's relationship with TU Delft. It was highlighted that the University had sought extensive external advice in relation to the tax implications both of creating a presence in the Netherlands and of establishing and operating the "Stichting". Based on this advice, it was understood that the risk of either the "Stichting" or the University being liable for corporate tax, at this stage, was low. This was important in terms of minimising

ongoing compliance and operational costs. Based on advice received, it was also believed that the “Stichting” would be exempt from VAT and, in accordance with standard Dutch practice, a ruling from the Dutch tax authorities had been sought. Court noted that the governance arrangements of the Stichting’s Supervisory Board were being revised in order to align with EU norms, allowing it to act as a genuine EU entity, at arms-length from the University. In advance of the formal launch of the Stichting, the membership of the Supervisory Board would be amended such that there was a broader composition, including nominees from TU Delft and an independent chair.

Court welcomed the progress achieved since June 2017 and agreed that the structures and developments described provided appropriate assurances ahead of the formal public launch of EPRC Delft which was scheduled for 20 June 2018.

## **Committee Reports**

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

### **11. Senate**

Court **noted** the key matters discussed by the University Senate at its recent meeting on 28 March 2018, and **approved** the recommendation that the University should become a signatory to the Magna Charta Universitatum (see item 9 above).

### **12. Executive Team**

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

### **13. Court Business Group**

Court **noted** and welcomed the Court Business Group’s advance consideration and scrutiny of the Court agenda and its substantive items on 17 April 2018.

### **14. Court Membership Group**

Court **noted** the report of the Court Membership Group (CMG) meeting on 17 April 2018. In particular, Court noted that, following a public and extensive recruitment exercise, CMG had shortlisted a number of potential candidates for lay membership of Court. Appointment recommendations would be brought for approval to the next meeting of Court on 20 June 2018.

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

Court **noted** the items discussed by the Audit & Risk Committee on 22 March 2018.

### **16. Estates Committee**

Court **noted** the items discussed by the Estates Committee at its recent meeting on 20 March 2018.

### **17. Staff Committee**

Court **noted** the items discussed by the Staff Committee at its recent meeting on 14 March 2018.

### **18. Enterprise & Investment Committee**

Court **noted** the items discussed by the Enterprise & Investment Committee at its recent meeting on 16 April 2018.

### **19. AOB**



The Convener noted that the USSA President and Vice-President (Diversity) were both attending their final meeting of Court, due to their terms of office coming to an end on 15 June 2018. On behalf of Court, she expressed her thanks and appreciation to them both for their contributions at Court meetings throughout the year and wished them well for the future.

**Date of next meeting**

- Wednesday, 20 June 2018

DRAFT

**Q3 Business Report 2017/18  
[RESERVED ITEM]**

**2018/19 Budget, Financial Forecasts and Annual Plan  
[RESERVED ITEM]**

**National Manufacturing Institute for Scotland – outline business case  
[RESERVED ITEM]**

**University of Strathclyde Students' Association 2018/19 Budget  
[RESERVED ITEM]**

**Corporate Risk Register**  
**[RESERVED ITEM]**

## Reappointment of the University Chancellor

### Introduction

1. The University Chancellor, Lord Smith of Kelvin KT CH, was appointed following a joint meeting of Senate and Court on 3 May 2013. Lord Smith was subsequently installed as Chancellor on 3 October 2013. In line with the University's Statutes, the Chancellor is appointed for a period of five years and is eligible for reappointment.
2. The Chancellor has indicated his willingness to serve for an additional term of office, should Court approve his reappointment.

### The role of Chancellor

3. The position of Chancellor is enshrined in the University's Charter. Article 7 states:

*"The University shall have the following Officers: the Chancellor, who shall be the ceremonial head of the University..."*

4. The role of the Chancellor is set out further in University Statutes which state:

*"4.1 The Chancellor shall be appointed by the Court after consultation with the Senate for a period of five years and shall be eligible for re-appointment.*

*4.2 The functions and responsibilities of the Chancellor shall be determined by the Court from time to time.*

*4.3 The Chancellor may be removed from office if not less than 75% of the members of Court vote that it would be in the interests of the University for the Chancellor to be removed."*

5. The Chancellor officiates at University events and ceremonies, including Congregations for the Conferment of Degrees; he represents the University at external events and undertakes an ambassadorial role for the University. The Chancellor also provides advice and guidance, as appropriate, to the Convener of Court, the Principal and other senior officers
6. Lord Smith's service in this regard over the last five years has been exemplary and he has been an outstanding ambassador for the University. Amongst other activities, the Chancellor has hosted the annual University Dinner each year (representing the University to a significant range of stakeholders from industry, the public sector and academia) and has presided at Congregations regularly. He also welcomed Her Majesty the Queen and the Duke of Edinburgh to the official opening of the Technology and Innovation Centre in 2015.
7. Since his appointment in 2013, the Chancellor's standing in the wider community and his contribution to public life has continued to grow. In 2014, following the Scottish Independence Referendum, Lord Smith was appointed by the UK Prime Minister to oversee the process of taking forward devolution commitments on further powers for the Scottish Parliament. The outcomes of the Smith Commission included the devolution of additional powers to the Scottish Parliament via the Scotland Act 2016. In June 2016, Lord Smith was appointed a Member of the Order of the Companions of Honour in the Queen's Birthday honours list.

## **Appointment Process**

8. The Terms of Reference of the Court Membership Group (CMG) include the following responsibility:  
*“To consider succession planning for the office of the Chancellor, including considering named individuals as potential candidates for this office, and making recommendations to Court and Senate on this matter as and when appropriate.”*
9. At a meeting on 17 April 2018, CMG discussed the proposed reappointment and agreed that Lord Smith’s service since 2013 had been exemplary and that he was an outstanding ambassador for the University. CMG subsequently recommended to Senate and Court that Lord Smith should be reappointed as University Chancellor for a second five-year term from 1 August 2018.
10. On 6 June 2018, the University Senate considered and endorsed CMG’s recommendation.

## **Recommendation**

11. Following a recommendation from the Court Membership Group (17 April) and subsequent positive endorsement by the University Senate (6 June), Court is invited to consider and approve Lord Smith’s reappointment as University Chancellor for a second five-year term, from 1 August 2018.



## Court and Committee Membership 2018/19

### Introduction

1. This paper seeks Court's approval for the appointment of a new lay member to Court for 2018/19, following the conclusion of a suitable recruitment exercise. It also seeks Court's approval for various lay and co-opted member reappointments to Court and its committees.
2. The recommendations below were discussed and agreed by the Court Membership Group, which met on 7 June 2018 to consider membership of Court and its committees for academic year 2018/19.
3. Annex A provides the projected membership of Court for 2018/19.
4. Annex B provides the projected membership of Court's committees for 2018/19.

### Section A: Court Membership

#### Court Lay Membership (new appointment)

5. There is one lay member vacancy arising on Court for the 2018/19 academic year. At an earlier meeting on 15 February 2018, the Court Membership Group (CMG) discussed and approved the launch of an external recruitment exercise to recruit a new lay member to fill this vacancy. This vacancy was advertised externally and communicated widely (including through the use of an external recruitment agency).
6. In response to this advert, sixteen firm expressions of interest were received and were considered by CMG at a meeting on 17 April 2018. CMG identified four potentially suitable candidates and agreed that these should be invited to meet with the Convener and Vice-Convener (and separately with the Principal) to ascertain their suitability. These meetings took place on 11 May 2018.
7. Following these meetings, the Convener and Vice-Convener conferred, taking a view from the Principal, and offered an appropriate recommendation for consideration by CMG. CMG met on 7 June and subsequently **recommends** to Court:
  - *The appointment of Ms Brenda Wylie to membership of the University Court for an initial one-year term, from 1 August 2018 to 31 July 2019.*
8. Brenda Wylie was considered to be an excellent candidate for membership of the University Court, meeting the criteria and requirements previously agreed by CMG and highlighted in the role description, based on an analysis of the skills and experience of current Court members. Brenda is currently the Area Manager for the Oil & Gas Authority (OGA), the licencing regulator for the UK oil and gas industry. She is an Engineer by trade and currently serves as the Vice-Chair of the Society of Petroleum Engineers. Her background ensures that she will bring strong industry and international experience to the University Court.
9. In addition to this appointment, CMG considered that it was appropriate to recommend that one of the other candidates be offered the opportunity to serve as a co-opted external member of the University's Audit & Risk Committee (see Section B, below).

### **Court Lay Membership (reappointments)**

10. Following discussions at CMG on 15 February 2018 and subsequent communication with the Convener of Court, those lay members reaching the end of their current term of office on 31 July 2018 indicated their willingness to serve for an additional term. CMG therefore **recommends** to Court:
  - *The reappointment of Alison Culpan for a further three-year term from 1 August 2018*
  - *The reappointment of Malcolm Roughead for a further three-year term from 1 August 2018*
  - *The reappointment of Susan Kelly for a further three-year term from 1 August 2018*
  - *The reappointment of Paula Galloway for a further three-year term from 1 August 2018*

### **Staff membership**

11. From 1 August 2018, three vacancies will arise amongst the current six elected Senate and Professional Services members serving on Court.
12. Following the conclusion of an appropriate election process, the new Professional Services staff representative on Court from 1 August 2018 would be Ms Heather Stenhouse, Assistant Faculty Manager, Strathclyde Business School. Louise McKean, the current Professional Services staff representative, will demit office from Court on 31 July 2018.
13. Two current Senate representatives, Dr Andrew McLaren and Professor Erling Riis, will demit office from Court on 31 July 2018. Following the conclusion of the relevant Senate election process, the two new Senate representatives on Court from 1 August 2018 will be Dr Neil McGarvey (Department of Politics) and Dr Katharine Mitchell (School of Humanities).

### **Student membership**

14. Mr Calvin Hepburn, out-going Strath Union President, demits office on 15 June 2018. Mr Matt Crilly, Strath Union President 2018/19 will serve on Court from 15 June 2018.
15. Ms Taylor Wong, out-going Strath Union Vice-President (Diversity), demits office on 15 June 2018. Ms Titi Farukuoye, Strath Union Vice-President (Diversity) 2018/19 will serve on Court from 15 June 2018.

### **Local Government member**

16. Councillor David McDonald is the current Glasgow City Council representative on the University Court. This appointment is renewable annually. Glasgow City Council have confirmed that Councillor McDonald's appointment is effective until the next ordinary election of councillors.
17. **Annex A** provides the projected membership of Court for 2018/19.

## Section B: Committee Membership

18. At the CMG meeting on 7 June 2018, members agreed a number of recommendations on committee appointments and reappointments, for Court's approval.

### Enterprise & Investment Committee

19. The current co-opted members on Enterprise & Investment Committee (EIC) are eligible for reappointment. CMG **recommends** to Court:

- *The reappointment of Fred Hallsworth to EIC for a further three-year term from 1 August 2018*
- *The reappointment of Gillian Watson to EIC for a further three-year term from 1 August 2018*
- *The reappointment of John Waddell to EIC for a further three-year term from 1 August 2018*
- *The reappointment of David Sneddon (or an alternative representative from Scottish Equity Partners) to EIC for a further three-year term from 1 August 2018*

20. David Sneddon's reappointment will be explored further with Scottish Equity Partners (SEP) to ascertain whether an alternative representative is appropriate.

### Audit & Risk Committee

21. Informed by discussions between the Convener, Vice-Convener and the Chair of the Audit & Risk Committee, CMG recommends to Court:

- *The appointment of Mr Ian Reid to co-opted membership of the Audit & Risk Committee, for an initial one-year term from 1 August 2018; and*
- **[Reserved]**

22. Ian Reid was considered to be an excellent potential co-opted appointee to the University's Audit & Risk Committee. Mr Reid is currently the CEO of the Innovation Centre for Sensor and Imaging Systems (CENSIS) and brings a strong background in science and engineering with extensive statutory board and international business development experience.

23. CMG noted that, subject to Court's approval, this will leave one vacant co-opted position on the Audit & Risk Committee. Potential candidates will be considered by CMG, as required.

24. **Annex B** provides the projected membership of Court's committees for 2018/19, based on the proposed appointment and reappointment recommendations above.

25. Subject to Court approval of the above recommendations, the remaining committee vacancies for 2018/19 will be addressed in the following ways:

- One lay member position on Court Membership Group. The Convener and Vice-Convener will consider options in advance of the start of the next academic year and bring forward an appropriate recommendation.
- One co-opted external member position on Audit Committee. CMG, in discussion with the Audit & Risk Committee Chair will give further consideration to filling this vacancy.

- Vacancies arising for staff member positions on Court Business Group and Court Membership Group. It is proposed that CMG be asked to take a view by correspondence now that the Senate and Professional Services staff election processes have concluded.

26. One remaining vacancy for a Senate representative on the Estates Committee will be determined following the conclusion of the Senate committee election process.

**[Table Reserved]**

## University Court Membership 2018/19

<b>Convener of Court</b>	Dame Sue Bruce (CBG, CMG, R) * <i>(Appointed as Convener to 2019)</i>
<b>Vice-Convener of Court</b>	Ronnie Cleland <i>(to 2019)</i> (CBG, S, CMG, R)*
<b>Treasurer</b>	Gillian Hastings <i>(to 2019)</i> (CBG, E, CMG, R, EIC)*
<b>Deputy Convener (Estates)</b>	Marion Venman <i>(to 2019)</i> (CBG, E, CMG, R)*
<b>Co-Opted Members</b>	Dr Jeremy Beeton CB <i>(to 2019)</i> (E, SACSOH)* Dr Archie Bethel CBE <i>(to 2019)</i> Dr Jane Morgan <i>(to 2019)</i> (A)* Alison Culpan <i>(to 2021)</i> (A)* Malcolm Roughead OBE <i>(to 2021)</i> (S, EIC)* Susan Kelly <i>(to 2021)</i> (EIC)* Kerry Alexander <i>(to 2019)</i> (A)* Paula Galloway <i>(to 2021)</i> (A)* Brenda Wylie <i>(to 2019)</i>
<b>Ex Officio</b>	
<b>Principal</b>	Professor Sir Jim McDonald
<b>Vice-Principal</b>	Professor Scott MacGregor
<b>Appointed by Senate</b>	Amanda Corrigan, Education <i>(to 2020)</i> Dr Kathy Hamilton, Marketing <i>(to 2020)</i> Gillian Pallis, Human Resource Management <i>(to 2020)</i> Dr Neil McGarvey <i>(to 2020)</i> ** Dr Katherine Mitchell <i>(to 2021)</i>
<b>Professional Services Staff</b>	Heather Stenhouse <i>(to 2021)</i>
<b>President and Vice-President of the Students' Association</b>	Matt Crilly (CBG, E, CMG)* <i>(to 2019)</i> Titi Farukuoye <i>(to 2019)</i>
<b>Local Government</b>	Councillor David McDonald

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

[\*\* As agreed by Court on 1 March 2018, one Senate member of Court will be appointed for a shorter period of two years in order to support the transition to the revised membership of Court required to comply with the Higher Education Governance (Scotland) Act 2016]

## **Attending**

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

<b>University Secretary &amp; Compliance Officer</b>	Dr Veena O'Halloran
<b>Chief Commercial Officer</b>	Adrian Gillespie
<b>Chief Financial Officer</b>	TBC
<b>Associate Principal &amp; Executive Deans</b>	Professor Iain Stewart, Faculty of Science Professor Douglas Brodie, Faculty of Humanities and Social Sciences Professor David Hillier, Strathclyde Business School Professor Atilla Incecik, Faculty of Engineering
<b>Associate Principals</b>	Professor Sara Carter (Learning & Teaching) Professor Tim Bedford (Research & Innovation)
<b>Director of Strategy &amp; Policy</b>	Rona Smith
<b>Director of Human Resources</b>	Sandra Heidinger
<b>Head of Governance &amp; Public Policy</b>	Darren Thompson (Clerk to Court)

## Membership of Court's Committees 2018/19

<b>Court Business Group</b>
Convener of Court – Sue Bruce
Vice-Convener - Ronnie Cleland
Deputy Convener (Estates) – Marion Venman
Treasurer – Gillian Hastings
<b>Staff Member – TBC</b>
Student President – Matt Crilly
Principal - Professor Sir Jim McDonald
Vice-Principal - Professor Scott MacGregor
University Secretary – Dr Veena O'Halloran
Chief Financial Officer - David Coyle

<b>Staff Committee*</b>
Vice-Principal - Professor Scott MacGregor (Convener)
Vice-Convener - Ronnie Cleland
Malcolm Roughead
Principal - Professor Sir Jim McDonald
Brian Green (Senate representative)
Professor Ian Rivers (Senate representative)
Chief Financial Officer - David Coyle

<b>Court Membership Group</b>
Convener of Court – Sue Bruce
Vice-Convener - Ronnie Cleland
Treasurer – Gillian Hastings
Deputy Convener (Estates) – Marion Venman
<b>Lay member - TBC</b>
<b>Staff Member – TBC</b>
Student President – Matt Crilly
Principal - Professor Sir Jim McDonald
Vice-Principal - Professor Scott MacGregor
University Secretary – Dr Veena O'Halloran
Chief Financial Officer - David Coyle

<b>SACSOH</b>
University Secretary – Dr Veena O'Halloran
Jeremy Beeton
Faculty Representatives x 4
Student President – Matt Crilly
Trade Union Health & Safety Reps
Director of Estates Services
Director of Human Resources
Head of Safety Services

<b>Audit Committee</b>
Paula Galloway (Convener)
Jane Morgan
Alison Culpan
Kerry Alexander
Ian Reid (co-opted)
TBC (co-opted)

<b>Enterprise &amp; Investment Committee</b>
Chief Commercial Officer – Adrian Gillespie (Chair)
Principal – Professor Sir Jim McDonald
Chief Financial Officer – David Coyle
Treasurer – Gillian Hastings
Susan Kelly
Malcolm Roughead
Fred Hallsworth (co-opted)
Gillian Watson (co-opted)
David Sneddon (co-opted)
John Waddell (co-opted)

<b>Estates Committee*</b>
Vice-Principal - Professor Scott MacGregor (Convener)
Principal - Professor Sir Jim McDonald
Treasurer – Gillian Hastings
Deputy Convener (Estates) – Marion Venman
Jeremy Beeton
Student President – Matt Crilly
Virginia Beckett (co-opted)
<b>Vacancy (Senate representative)</b>
Dr Yigit Demirel (Senate representative)
University Secretary – Dr Veena O'Halloran
Chief Financial Officer – David Coyle

<b>Remuneration Committee</b>
Vice-Convener of Court – Ronnie Cleland (Chair)
Convener of Court – Dame Sue Bruce
Treasurer – Gillian Hastings
Member of Court – Marion Venman
Member of Court – Paula Galloway

\* denotes a Strategic Committee of the University, reporting primarily to ET (i.e. not a committee of Court but has Court members due to their specific expertise)

## National Physical Laboratory Partnership Update Report

### Introduction

1. This paper provides an update on how the NPL Partnership is progressing following the signing of the formal Partnership Agreement between the UK Government and the Universities of Strathclyde and Surrey in April 2015.

### Background

2. The National Physical Laboratory is the UK's principal National Measurement Institute (NMI) and is a world-leading centre of excellence in developing and applying the most accurate measurement standards and technology. It has an annual turnover of around £85 million and employs 800 staff, including 550 scientists and engineers. More details are available on the [NPL website](#).
3. The UK Government embarked on putting in place new ownership arrangements for NPL in November 2012, with the aims of growing its science base, transforming and upscaling its links with industry and expanding its international activities and impact. Strathclyde's initial bid to partner NPL was submitted in December 2013. Following shortlisting, our final proposal, which was subject to rigorous review by Court, was submitted in April 2014.
4. Strathclyde and Surrey were awarded preferred bidder status in July 2014 but it took until April 2015 before the Strategic Partnership Agreement was signed. A new Chair was appointed to the NPL Board in February 2015 and this was followed by the replacement of the long serving former NPL CEO by Dr Pete Thompson in the summer of 2015
5. The rationale for pursuing a strategic partnership with NPL included significant alignment between NPL's activities and the University's academic strengths with potential for reputational enhancement and the benefits associated with that. The proposal also offered an opportunity for the University to realise a modest financial return on its investment of £5million over 5 years, but more importantly with an expectation of leveraging significant additional income from research grants and contracts and knowledge exchange activity. The University's bid drew a significant level of support from industry and academic partners.
6. Our original proposal to Court set out the key benefits from Strathclyde's participation in the strategic partnership. These included:
  - Use of NPL's partner and industry network to grow our research collaborations, income and profile, particularly in lucrative areas like Horizon 2020
  - Influencing the future direction of National Measurement Service (NMS)/NPL Science programme funding
  - Growth in our PGR population in collaboration with NPL and partners
  - Strengthening of our relationship with Government and Government Agencies



- Potential to grow our KE activity alongside a growth in NPL's Non-NMS activity
  - Gaining exposure and profile with International National Measurement Institutes (NMIs)
  - Access to new research facilities for our staff and students
  - Establishing an NPL Regional Hub located on the Strathclyde campus
  - Supporting our existing Tier 1 Partners in exploiting metrology for competitive advantage
  - Access to new academic, industrial and international relationships
  - Lifting the University's role in setting the agenda for policy matters and in participating closely in new areas of research science such as those described as the eight great technologies (including Quantum Technologies).
  - Boosting the University's credibility with Research Councils and major international players.
  - Significantly enhancing the University's brand and reputation.
7. Progress achieved to date against these initial objectives is indicated in Annex A (on SharePoint).

### **Implementing the Partnership Agreement**

8. The third anniversary of the signing of the NPL Partnering Agreement was reached on 31 March 2018. The Partnering Agreement recommended a periodic review of the Partnership to take place every three years or at such intervals as may be agreed.
9. Since 2015, NPL has implemented a strategy and begun a major transformation programme to enable it to realise a vision to "deliver extraordinary impact, from its Excellent Measurement Science and Engineering as an Exemplary National Laboratory". This strategy has put in place 9 ambitious Key Performance Targets (KPTs) to drive the organisation to deliver various aspects of the vision. Over the same period Surrey and Strathclyde have strongly supported NPL, including investing over £5M in the Partnership. The four organisations in the Partnership are committed to working together to ensure that their shared ambitions are fully realised.
10. Within this context it should be noted that the following major milestones (set out in the Partnering Agreement) have already been reached:
- The Science & Technology Advisory Committee (STAC) was set up and has undertaken its first review of NPL's science, informing the rebalancing of NPL's science portfolio, which was a critical component of the NPL Transformation Programme.
  - The Postgraduate Institute has been established and the cohort has ramped up to an initial steady state.
  - NPL now has a regional hub established in partnership with each of the four academic institutions named as a core or wider partner within the Partnership.
11. A detailed appraisal of the progress made against the Ministerial Aims, Strategic KPI's and the aspirations set out within the original bid document has now been conducted by the Partners and is included in Annex B (on SharePoint).

12. Progress in developing the Strategic Partnership has been slower than we anticipated with the NPL senior team very internally focussed in transforming NPL with a key sector focus that would enable it to build on its strengths while withdrawing from those areas where it did not have the right capability to operate in the global marketplace. With this realignment complete and the NPL Scotland Director also leading on the Advanced Manufacturing Sector, progress is beginning to increase.

## **NPL Scotland**

### **Activities**

13. The current focus of NPL Scotland's activities are: re-developing the NPL Scotland strategic and operating plan in light of the NPL sector strategies and the current climate which has emerged since the partnership began, for example UK Industrial Strategy; establishing presence in the region through setting up the Digitally Enabled Supply Chain programme; recruiting a Scottish based team for the delivery of programmes/projects from within the Scottish region; and increasing NPL's footprint in Scotland through regional stakeholder engagement and priority identification.
14. Since the delivery of the NPL sector strategies in 2017, NPL Scotland has been developing its own plan for delivery of NPL sector priorities to areas of alignment with the University and within the region of Scotland.
  - a. Under Advanced Manufacturing, NPL Scotland is setting up the Digitally Enabled Supply Chain programme, following initial investment from the NMS. The ambition to take this proposal to BEIS and the Scottish Government will be considered once clarity is reached with regards to funding available for industrial digitalisation. Within the scope of the EMRP Programme, NPL Scotland supported a successful proposal led by PTB in Germany that includes work for AFRC on measurements for future factories. This project is expected to recruit two new NPL Data Science personnel to be based at the AFRC.

NPL Scotland is supporting NPL's ambition to be an integral part of a National Manufacturing Institute for Scotland, starting initially with the skills academy where NPL is working with the University to establish regional manufacturing training and skills opportunities. This includes establishing the University as the regional partner for delivery of NPL training materials and developing NPL offerings into the University Engineering Academy and Graduate Apprentice programme.

Lastly, NPL is exploring opportunities to locate expertise in conjunction with the University in the areas of materials, in support of the recently launched 'Lightweighting Centre' and building a centre for 'sensors for harsh and challenging environments' in partnership with the University and part of the emerging Glasgow City Innovation District.

- b. Under the NPL theme of Life Sciences, NPL is working with the University (CMAC) to establish the joint industrial value position with regards to medicines manufacturing in support of the emerging Medicines Manufacturing Innovation Centre.

NPL Scotland ran a joint workshop with the Strathclyde Institute of Medical Devices to establish future research, and industrial and collaborative opportunities. A second workshop is to be planned for Q3 2018.

- c. Under the NPL theme of Digital, NPL Scotland is working with the Quantum team to look at the commercialisation of ion traps using the local skills identified in the recent Science and Innovation Audit. This will also support the work in the proposed quantum cluster in the innovation district. Discussions are ongoing as to a potential joint appointment in this area.
- d. Under the NPL theme of Energy and Environment, NPL's Operations Director has recently agreed to fund the creation of four new permanent appointments to pump prime a new thematic area on Smart Grids. These roles will be closely aligned to the current capability within EEE and PNDC. Working with Campbell Booth, Graeme Burt, Stuart Galloway and Stephen McArthur, the NPL team will look to address challenges arising from smart meters and also some of the transport challenges related to storage and charging. NPL Scotland and EEE are also looking again at the possibility of re-starting a campaign to recruit the joint academic position originally included in the NPL Scotland Business Plan. Finally, colleagues in Teddington and at PNDC are looking to recruit the PDRA role initially filled, by an individual that left the role due to a change in family circumstances.

NPL Scotland ran a workshop with the University aligning to the broader theme of nuclear and to support the University establish increased nuclear capability. A secondment will soon be in post at the University, funded through NPL, to develop the collaboration around the area of radio-chemistry and capitalise on any future funding opportunities that may emerge through the EPSRC.

NPL Scotland will also be placing a role in support of the University' EPSRC Prosperity Fund, led by Prof. Stephen McArthur, for supporting challenges around data integrity and uncertainty quantification across data networks.

- 15. As part of the UK Industrial Strategy Challenge Fund NPL Scotland supported two ISCF wave 3 consortia in partnership with the University. These were proposals led through CMAC 'Digitalisation of Pharmaceutical Product Design, Manufacture and Supply', with consortia from the pharmaceutical and life sciences sectors; and a second 'Delivering the Foundations for Healthy Aging - Full Care Cycle Patient Management for the Digital Age' in partnership with the Strathclyde Medical Devices Institute (SMID) led by Professor Patricia Connolly.

### **People**

- 16. NPL Scotland has appointed a strategic development manager who joined the hub from the Advanced Forming Research Centre (AFRC); this is a jointly funded post. This role has been established to identify and develop strategic opportunities with the University and externally as part of the NPL ambition to grow NPL presence in the region of Scotland.
- 17. Two externally facing staff will join the NPL Scotland office by the end of Q3 2018. A NPL Commercial Manager, reporting into NPL Commercial Directorate and a NPL Scotland Business Development manager reporting into the NPL Strategy Directorate.
- 18. A second joint appointment, aligning to the themes set out in the original NPL Scotland Business Plan, is in process of being appointed. This role, once recruited, will sit within CMAC and provide research leadership, working with the University and NPL, under the theme of 'Pharmaceutical Data Science'. This role will take develop collaboration between NPL and the University in the areas of digitalisation of pharmaceutical supply chains, medicines manufacturing and digital twins for the pharma industry.

19. A second jointly funded role is being proposed between the University (CMAC) and NPL. The aims of this role will be to contribute to research activities and service delivery in the CMAC facility based on Time-of-Flight Secondary Ion Mass Spectrometry (ToF-SIMS). The role will contribute to technical and application development of ToF-SIMS to increase impact in medicines manufacturing and the NPL Scotland region.
20. Other joint appointments are being considered and will be included as part of the update to the NPL Scotland Business plan. Areas to be considered include Digital Health, Medical Technologies, Industrial informatics and Quantum. These themes align to NPL's sector priorities and the University's strategic themes.
21. In addition to the joint appointments, NPL is starting to grow its regional presence in Scotland with four researchers now based in Glasgow. This number is expected to grow by four within the coming months.
22. NPL Scotland now has a new staff member based in TIC, who is working full time in partnership with Keysight Technologies, Edinburgh. Through this partnership NPL Scotland has attempted to bring Strathclyde colleagues into technical discussions. These discussions are in the early stage of development, opportunities to develop a three-way relationship exist and this may be within EEE or potentially within CIS. NPL's work with Keysight is specifically looking at complex measurement uncertainty challenges of users within the radiofrequency and microwave community.

### **Governance**

23. To assist with engagement between Strathclyde and NPL Scotland there are regular (monthly) meetings with members of the NPL Scotland team at both a strategic (NPL Strategy Group) and more operational level (NPL Academic Engagement Group). There are additional regular meetings with the NPL Director and other members of NPL Scotland to ensure progression of activities between monthly meetings.
24. There is a recognised need to improve the business processes of the NPL Scotland Governance Board by ensuring that the NPL attendees have the authority to commit funding from NPL. This is addressed at Strathclyde by the choice of both core and optional Strathclyde members, depending on the requirements of each meeting.

### **Postgraduate Institute (PGI)**

25. The Postgraduate Institute in Measurement Science (PGI) is the premier UK and International centre for doctoral training and skills development in measurement science and its applications and offers a specialist postgraduate programme supporting world-leading research and developing highly skilled graduates. The research fostered by the PGI underpins the development of innovative measurement solutions for a wide range of sectors, technologies, and applications. Strathclyde played a leading role in the creation of the PGI and continues to provide leadership and investment to ensure the PGI achieves its key aims in relation to training, growth, and industrial engagement.

### **PGI Studentships**

#### **(i) Studentships (number and pipeline)**

26. Currently, a total of 181 PGI studentships are in progress (as at Apr 2018). In addition, there are 43 in the pipeline and due to start by December 2018 with 31 expected to finish by the same time. The Strathclyde cohort within the PGI is currently 33 students with a further 11 studentships to commence by December 2018. The number of doctoral students associated with the PGI is anticipated to increase annually, with a projected 193 students by December 2018 and expectations of over 230 by December 2019.
27. The annual allocation of 10 iCASE studentships received by NPL from the EPSRC was completed in October 2017 (for October 2018 start). The studentships were allocated as follows (number in brackets denotes total number of submissions per HEI): Strathclyde 3(8); Surrey 3(7); Cambridge 2(3); Imperial 1(1); and Leeds 1(1). In addition, further leverage was generated with 5 additional studentships (funded by HEIs). The competition received a total of 25 proposals from the internal NPL Knowledge Leaders and the NPL partner universities.

## **(ii) EPSRC CDT bids**

28. There are significant student growth opportunities available to the PGI via partnership with EPSRC-funded Centres of Doctoral Training and in collaboration with industrial partners. The 2018 EPSRC CDT call was launched in January 2018 with a deadline for Outline submissions of 13<sup>th</sup> March.
29. NPL is supporting 5 Outline CDT bids led by Strathclyde. One additional CDT in the Digital Healthcare sector is supported by NPL in collaboration with both Strathclyde and Surrey strategic partners; Strathclyde is the Lead HEI on this bid. In addition, Strathclyde is a Partner within an additional 4 Outline CDT bids supported by NPL. Preparations are under way to engage with leaders of successful Outline bids following the expected announcement by 31st May.

## **Industry Engagement**

### **(i) General industry engagement**

30. The PGI is open to all industrial engagement and a variety of industry contacts have been developed encompassing a targeted strategy to create direct industrial collaborations with large organisations (Rolls-Royce, GSK, and BT), as well as small and medium sized companies. There are currently a total of 16 industry co-funded PGI studentships (in progress or confirmed to start by Dec 2018) in collaboration with 7 companies: Digital Surf (1), DSTL (8), Epigem (1), Exova - now Element Materials Technology (2), Johnson Matthey (1), Keysight (2), and Elektta (1).
31. Interactions with Rolls-Royce continue to be developed at a senior level and, more directly, with the UK R&T coordinator and the Materials, Processes and Test division, where studentship-funding opportunities are being developed. The engagement with BT continues to develop through the links with the Tommy Flowers Institute and at a more senior level. At Strathclyde, Deputy Associate Principal (R&KE), Prof. Billy Kerr, is supporting the strategic link between the PGI and GSK and, associated with this, plans are under development with Prof. Ian Gilmore (NPL Fellow and Head of Science) to expand collaborative joint studentship activity through NPL-based co-funding commitments. Further industry leads are under development between Peugeot/Strathclyde and the PGI.
32. Applications for individual PhD project funding continue to be made via funding mechanisms such as the Nuclear Decommissioning Authority Bursary scheme and DSTL's PhD call, most recently 'Novel Materials for Defence Materials for Strategic Advantage'.

## **(ii) Progress and plans for the industry-relevant proposal for BEIS**

33. A proposal is at an advanced stage of preparation for submission to BEIS, which proposes to fund up to 230 additional studentships for the PGI in a unique industry relevant research and training format based on 3-way collaboration and associated funding between BEIS/NPL, HEIs, and industrial partners. All of these PGR studentships would include the possibility for long-term placements at NPL and the industry partner. Funding, project definition, placements and supervision relating to individual studentships will be flexibly established to suit each individual project. The bid is seeking an investment of £19.1M from BEIS to leverage £20.6M from Industry and academia to fund an additional 230 PGRs over 5 years (cohorts). Projected growth of the PGI will be to achieve a steady state PGR population of over 400 students by 2022 and graduates emerging at over 100 per annum from 2025. The bid includes additional support for resource and infrastructure (including a capital bid for new student accommodation at Teddington) in order to enable the PGI to grow rapidly and effectively to serve industrial needs.

### **Academic Engagement**

34. Linden Fradet joined NPL on 3<sup>rd</sup> January 2018 as University Liaison Manager responsible for Scotland and the North of England, and is based in Strathclyde. Her role has two main aims, firstly to build and strengthen peer to peer connections between NPL and University partners in order to drive collaboration and increase joint research projects and secondly to support the Postgraduate Institute for measurement science. Since joining, she has taken the priorities discussed during visits by NPL's Research Director JT Jansen 'in Nov 2017 and organised 5 visits for Strathclyde academics to NPL Teddington (Feb to Apr), created a dashboard view of new academic connections.
35. A proposal for proof of concept funding is being developed in collaboration with NPL Scotland, in support of closer strategic relationships between the University and NPL, by funding both the nascent academic-led collaborations with NPL and the more strategic initiatives, such as new jointly-funded appointments. The funding principles, mechanisms, outline priorities and fund governance will be discussed and approved by the NPL Scotland Governance Board under delegated authority by the Joint Working Group as guided by the Partnership Agreement.
36. As discussed within the PGI and NPL Scotland sections, collaboration with NPL is gradually increasing, with examples of engagement including joint studentships, investigative workshops and meetings, co-applications for funding (15 joint research funding applications within the last 18 months, 9 awarded funding from UK and EU funders with a total Institutional award value of £11M and a number still awaiting decisions), joint papers (more than 10 joint publication within the last 18 months), and nascent commercial activity. As anticipated, activity has focused on the Science and Engineering faculties, but there is a joint project with the Business School that has commercial implications.

### **Financial**

37. Strathclyde and Surrey committed spend of £5M each over 5 years to March 2020 on the NPL collaboration. The following is an update on spend for both universities to March 2018. With more joint appointments coming on stream, expenditure will begin to accelerate, as will revenues from grant awards etc.

	<b>Expenditure to-date (£000s)</b>	
	<b>STRATHCLYDE</b>	<b>SURREY</b>
PGR studentships	948	368
New staff incl joint appts	447	1,111
Project costs	0	633
Other costs	200	52
In-kind costs	658	609
<b>TOTAL</b>	<b>2,253</b>	<b>2,773</b>

38. The financial risks associated with the NPL Partnership are low. The biggest risks for Strathclyde are:

- i) Failure to fully exploit the opportunities available to Strathclyde in being the strategic partner in a UK Government National Laboratory, with all the associated value that provides. The benefits of the Partnership for Strathclyde as set out at the outset of the venture remain relevant and we are making good progress to date in challenging circumstances.
- ii) In the event that NPL does not deliver against the Ministerial Objectives for the Strategic Partnership, Strathclyde could suffer reputational damage by association. This is not an immediate risk but we are alert to the need to ensure that we work closely with NPL and other partners and in a way that is mutually supportive and rewarding. Put simply, if NPL is a huge success and outperforms against the original ministerial objectives, Strathclyde's reputation will be enhanced and we should reap the associated rewards both academically and financially.

### **Partnership KPIs**

39. NPL has been developing a revised set of Key Performance Targets (KPTs) during 2017/18, against which we have been working closely with partners to align the Strategic Partnership Key Performance Indicators (KPIs) that were presented to Court in June 2017 and subsequently signed off by the partnership. In addition, we have tested the principles of both KPTs and KPIs to ensure they are valid and practical (data exists and can be readily captured), and we removed unnecessary duplication across indicators (see Appendix in Annex B on SharePoint).

40. It has been agreed that NPL will be responsible for producing updates on progress with the partnership KPIs on an annual basis, with Surrey and Strathclyde ratifying the data as it applies to us. Cambridge, Huddersfield and LGC are not expected to formally commit to the KPIs, but will be asked to contribute to the annual KPI report. An initial report of the agreed KPIs as benchmark data is expected for the July meeting of the Joint Working Group, with all partners able to comment and agree next steps, including the level and format of contributions.

### **Conclusions**

41. Good progress continues to be made with many staff at Strathclyde contributing energy and time to make the relationship a success. It will be important to develop current discussions on joint activity to a point where funding is committed by both NPL and Strathclyde to initiate research and possibly also some joint commercial activity.

42. The three-year review was well received by colleagues from BEIS and we continue to build strong relationships with BEIS, NPL and the other partners.
43. A close working relationship has been established with Surrey, consolidated by recent reciprocal visits by senior teams led by the respective Vice Chancellors.
44. There is a good fit between NPL and Strathclyde's strategic research themes and, indeed, we share the same industry partners across a range of sectors. All of this enhances our reputation, is fully aligned to our own Strategy and strengthens our positioning in exploiting emerging opportunities like those arising from the UK's Industrial Strategy.
45. A main area of focus in the remaining period of the Agreement will be to plan and manage the remaining spend of Strathclyde's financial commitment, and to maximise leveraged benefits to the University.

### **Recommendation**

46. Court is invited to note the progress achieved in delivering the objectives of the NPL strategic partnership and to comment, as appropriate.

May 2018



**Governance compliance update report  
[RESERVED ITEM]**

## Statutory Advisory Committee on Safety and Occupational Health Annual Health and Safety Report 2017/2018

### Executive Summary

This report is intended to provide a summary of the University's health, safety and wellbeing performance for 2017/18 based on the University's OHSaW strategic priorities. It also includes information relating to business as usual activities undertaken by the corporate OHSaW team. A more detailed update is available in Appendix A of this report (available on [SharePoint](#)), which describes the progress made in relation to the implementation plans described in Appendix 1 of the Occupational Health, Safety and Wellbeing (OHSaW) Strategy 2016 - 2021.

### Strategy Update

During 2017/2018 progress was made on each of the five OHSaW strategic priorities described as follows:

#### *Strategic Priority 1 - Leadership and Commitment*

- Key members of staff were recruited in 2017 to strengthen the OHSaW team, namely a Risk and Resilience Manager (who is responsible for business continuity and emergency planning) and a Health and Safety Manager (with extensive construction safety experience).

#### *Strategic Priority 2 - Risk Control*

- A Corporate OHS Risk and Legal Register and Risk Profile for health and safety was introduced and updated in August 2017 and in March 2018.
- A written project plan was devised to manage the implementation of the new H&S management framework. The first of the new style H&S management standards (First-Aid) was launched in September 2017.
- The development of a new written standard to more clearly define health and safety roles, responsibilities and accountabilities is underway and will be made available to SACSOH members for consultation purposes in September 2018.
- During the period all departments completed the Key Controls Checklist and returned their Safety Action Plans for 2018.

#### *Strategic Priority 3 – Communication and Engagement*

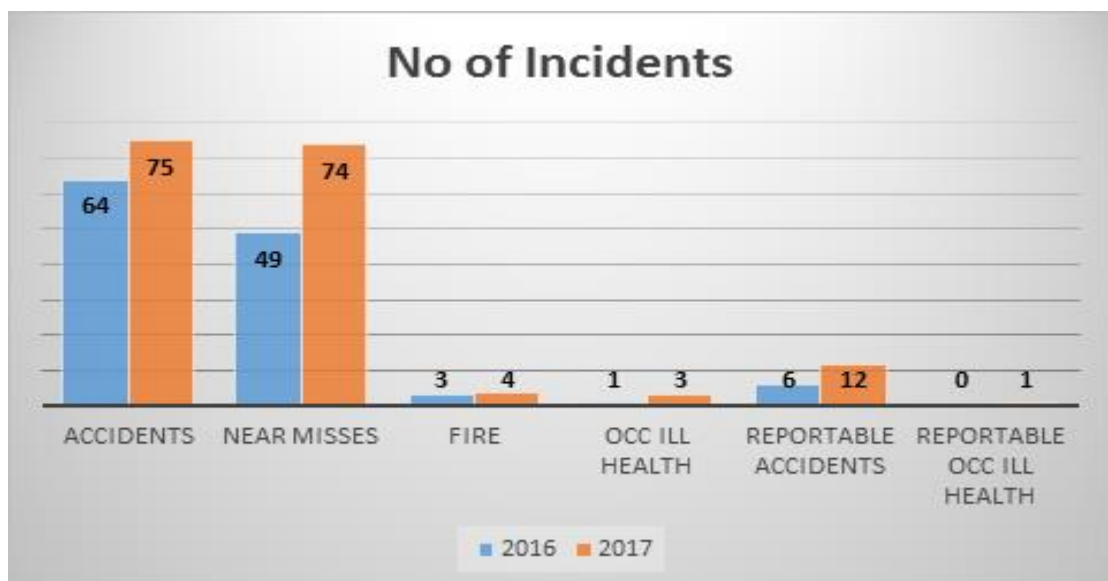
- Further improvements were made to health, safety and wellbeing promotion, communication and consultation mechanisms. Examples included a new OHSaW Newsletter, which was launched in September 2017 and 'Safety Alerts' are now issued to Faculties and Directorates to inform staff of significant H&S issues requiring action to be taken.
- The first Big Health and Safety Meet to be held at the University took place on the 22nd November 2017. It was the University's way of recognising and celebrating the fantastic contribution that staff volunteers make in keeping the University healthy, safe and secure. It was a very successful event which drew favourable feedback from 60+ attendees.

#### Strategic Priority 4 – Training and Competence

- The University's Principal and Vice Chancellor, Professor Sir Jim McDonald, visibly demonstrated his commitment to strengthening first aid provision by attending the one-day Emergency First Aid at Work course. 74 members of staff have also completed first aid training since the First Aid Standard was launched on the 13<sup>th</sup> of September 2017.
- 8 Members of Court/Executive Team attended the IOSH Leading Safely course (launched in January 2017) which brings the total number of attendees to 15. In September 2017, OHSaW in collaboration with the Centre for Life Long Learning introduced the IOSH Managing Safely for all line managers. 10 managers have attended the course so far. The intention is to offer places to business and industry partners from the autumn of 2018. It is hoped that this will generate an income going forward.

#### Strategic Priority 5 – Performance Management

- The OHSaW reporting dashboard was refined for 2017, in that first aid and IOSH training figures were added. Further improvements are planned for 2018, including the setting of acceptable standards and RAG statuses at the start of the reporting year (i.e. September 2018).
- The table below illustrates OHSaW incident figures for 2017 compared to 2016. It includes RIDDOR reportable accidents and reportable cases of occupational ill health.



#### Further matters to note

- The number of unwanted fire alerts attended by the Scottish Fire and Rescue Service continued to fall from 82 to 81.
- The number of RIDDOR reportable accidents notified to the Health and Safety Executive rose from 6 in 2016 to 12 in 2017. The increase in the number of RIDDOR reportable incidents was due to awareness raising by the OHSaW team relating to the need to report all incidents and accidents.
- During 2017, 75 accidents were reported to OHSaW compared to 64 in the previous period this is primarily due to improved incident reporting, especially by H&S colleagues based in AFRC and TIC.

## **Business as usual matters to report**

### **Occupational Health**

1. The university's Occupational Health Service, assisted by a contracted occupational hygienist, monitored the potential exposure of 298 staff and students to hazardous substances, compared to 310 in 2016/17. There were 3 cases of ill health caused by accidental exposure to a potentially harmful substance that required specialist investigation.
2. 83 pre-placement health assessments (a paper screening programme used before employment commences, for staff members grade 8 and above, to ensure compliance with the Equality Act 2010) and 21 health assessments based on fitness for work (for staff who have a safety related role) were undertaken.
3. 269 individual management referrals were made to the Occupational Health Service, of those, 174 individuals attended for sickness absence reasons, the remaining number of referrals were generated by managers wishing to support staff appropriately who had raised concerns with them whilst at work. 9 staff left the University under the ill health retirement scheme (non-work related).
4. The main causes of long term sickness absence continue to be musculoskeletal disorders and mental ill health. In response to this, a physiotherapy service was introduced in October 2017 to help staff suffering from a work related musculoskeletal disorder or injury to carry out their normal functions or to return to work more quickly. The physiotherapy service has been a big success and is well utilised and effective. In addition, Mental Health Training for Managers was offered to university staff and an on line training resource was made available. Training was also delivered to assist managers with sickness absence and stress management.
5. A new Employee Assistance Provider, PAM Assist was introduced to staff through a series of promotional events in April 2018. PAM Assist is a free, confidential life management and personal support service offered to all staff members. Leaflets explaining the services on offer and key fobs were widely distributed to staff across the university.
6. NHS Scotland's Healthy Working Lives on-line mental health training tool was made available to all staff via the university's wellbeing webpage. In addition, the University of Strathclyde is the first Scottish university to include mental health in a written First Aid Standard and training in mental health aid first aid was offered to staff where a specific need was identified.

### **Wellbeing**

7. The Occupational Health Service, working collaboratively with the Centre of Sports and Recreation and other university support services have offered a variety of health promotion events throughout the year and 921 staff and students, engaged in these activities. The events included an annual blood pressure campaign, diabetes awareness, an ergonomic workshop to encourage "active working" and reduce prolonged sitting. Lifestyle assessments and health promotion events were also offered to staff working at the AFRC and the PNDC.
8. Wellbeing Week in March offered taster sessions and showcased opportunities to encourage staff and students to proactively manage their own health and wellbeing. A photography competition was again excellently received. In 2018, 406 members of staff and students took part in activities, compared to 635 in 2017 and 327 in 2015.

The significant increase in 2017 was due to the Therapet dog event organised by the Strathclyde University Student's Association. Unfortunately, due to scheduling issues the same event could not go ahead in 2018.

9. 55 staff joined the See Me Walk-a-Mile @ Strathclyde event to raise awareness of mental health stigma and discrimination and 125 staff participated in the 8 week walk at work challenge. The positive benefits of increased physical activity is well known in helping to support good mental health and similar activities will be planned for the future.
10. The NHS Scotland's Healthy Working Lives Gold Award was revalidated in May 2018 for the third consecutive year. The criteria included a collaborative submission on health and the environment to which OHSaW were hugely assisted by Sustainable Strathclyde.
11. The Employee Wellbeing Survey launched in December 2017 received the best ever response from staff with 606 staff successfully completing it. The survey was launched to gain the opinion of staff in 3 key areas – the workplace environment, individual lifestyle and organisational issues. A summary of the responses submitted will be collated and presented to SACSOH in September 2018. The opinions of staff will help establish priorities, justify resources and assist in the development of a health, safety and wellbeing initiatives going forward.

### **Occupational Hygiene Programme**

12. The occupational hygiene programme continued with a total number of 9 surveys being carried out, covering 5 different types of monitoring across 7 departments. The most common types of surveillance undertaken was noise (44%) and vibration (22%) monitoring. The majority of these visits consisted of on-going work and follow up visits, although there were two of pieces of work which were classified as 'reactive' work and involved monitoring indoor air quality and mercury vapour.  
For information purposes, statutory health surveillance programmes run in annual or 3 yearly cycles so numbers fluctuate and are regularly reviewed in response to the changing risk profile.

### **Fire Safety**

13. The Scottish Fire and Rescue Service praised the University for its success in significantly reducing the number of unwanted fire alerts. They also advised that they had issued 90 letters to various premises in Glasgow (mainly education establishments) who had not managed to reduce the number of unwanted fire alerts to the same extent. The letter informed these establishments that a reduced emergency response would now be provided. This is not the case for the University of Strathclyde.
14. Significant work has been undertaken in the year to strengthen the professional approach used in the management of fire drills for all campus buildings. Action plans to improve behaviours have been developed and the positive results generated during subsequent drills exercises have been highlighted to the Executive Team.

### **Radiation Safety**

15. New regulations governing the use of ionising radiation (known as IRR17) came into force on the 1st of January 2018. The most significant impact of the new regulations to the University is to the way in which the organisation notifies the HSE of its use of

ionising radiation. In order to comply with the new regulations the university were required to provide the HSE with specific information on the way it protects its employees and others from the harmful effects of radiation.

The University's notification to the HSE was completed by the required deadline date of the 8th of February 2018. The notification was made on a 'per employer' basis, and as such, all departments were required to respond to the request, which they duly did. The Head of OHSaW thanked colleagues for their assistance with this matter.

### **Health and Safety Training Programme**

16. 870 staff/post graduate students attended classroom compared to 917 the previous year. In the same year, 1108 individuals accessed online health and safety training courses compared to 877 the previous year. More online training courses are planned for 2018/19, as these type of courses are more easily accessible.
17. An audit of health and safety training was carried out to identify departmental needs. Based on the audit findings a review of the programme was undertaken and the following improvements were implemented:
  - The basic gas safety awareness training course moved to an online platform in September 2017.
  - Fire extinguisher practical training is now being provided by the university's Fire Safety Adviser. An LPG training rig was purchased to assist with the training and it is envisaged that this will create a saving of approximately £4018 per annum, as it removes the need to engage an external training provider. The new equipment also allows for more courses to be held each year.
  - The content of the two manual handling courses has been revised resulting in the one-day awareness course becoming a half day course and the two-day assessor course being reduced to one day.
  - Following the implementation of the OHSaW First Aid Standard, the first aid training programme has been passed to OHSaW from Security Services. 75 members of staff, including the Principal and Vice Chancellor, have completed first aid training since the First Aid Standard was launched on the 13th of September 2017.
  - As a requirement of the OHSaW Strategy, IOSH Leading Safely has been offered to all University Court and Executive Team members.
  - OHSaW worked in collaboration with the Centre for Life Long Learning to deliver the IOSH Managing Safely course aimed at all line managers. It is hoped that the course can also attract external students from industry and business.

### **Enforcement Visits/Activity by External Bodies**

18. In May 2017, SEPA conducted an inspection of SIPBS, Physics, Pure and Applied Chemistry and the radiation waste store against the requirements of the Certificates of Authorisation and Registration. They also inspected the progress made to form a new Environmental Radiochemistry Laboratory in Civil and Environmental Engineering. During the visit it was noted that there appeared to be a radioactive source missing. Whilst the University was initially rated as "at risk", this was revised to "excellent" once SEPA were informed of the remedial actions taken. The University has retained its excellent record of compliance.  
Some minor points were made by the inspector in terms of improving compliance. All departments were sent copies of relevant reports for their own records, and were recognised for the excellent, diligent work they do.

## **Health and Safety Documentation**

19. Following the SACSOH committee's approval of the First Aid Standard, OHSaW launched it across the University in September 2017. Security Services are in the process of increasing the number of First Aid Trainers which will provide increased scope for training opportunities in 2018/19, further supporting the implementation of the Standard within departments.

## **Genetic Modification Safety Committee**

20. The Genetic Modification Safety Committee met twice in 2017. No new Class 2 proposals (i.e. higher risk) were received. The membership was reviewed in April 2018 and two new members joined the committee.

## **Recommendation**

21. Court is invited to **note** the report

### Continual Improvement – plans for 2018/2019

In year three (2018/19) the OHSaW team will address matters based on the strategic priorities and corporate health and safety risk profile. A description of each matter is contained in the table below:

Matters requiring improvement	Gap Identified	Action Proposed
Management of the Construction (Design and Manufacturing) Regulations 2015.	There is no corporate written OHSaW Management Standard in place to describe how the university manages large capital investment projects in line with the CDM Regulations 2015.	The H&S Manager in collaboration with colleagues in Estates Services will develop a corporate standard to strengthen the university's position as an 'informed' Client. This will project will be completed by mid-2019.
Incident/accident reporting.	Reliance on an outdated, paper based system.	The OHSaW team are currently reviewing the incident management system to identify priorities for improvement. This will result in the development of a written project plan by the autumn of 2018. Other key stakeholders will be asked to contribute to the exercise.
Using timely, accurate data to identify trends and matters of concern.	Trend analysis is done manually and the information generated is often out of date.	It is hoped that improvements such as the new digital Strathclyde Safety System and changes to the incident management system will reduce the need to manually collect and analyse data.
Making statutory information easily available to all internal and external stakeholders.	The current OHSaW website is out of date and needs to be upgraded. The need to provide sufficient health and safety information to staff and others engaged with the University is a statutory obligation.	The Head of OHSaW has requested access to the university's new website templates which will allow the team to upgrade the information contained on the current OHSaW website.
Internal methods of health and safety promotion and communication.	The methods of communicating have been improved during 2017, including the introduction of a newsletter and safety alerts. However, more needs to be done in terms of promoting health and wellbeing services to staff.	Mechanisms to improve the promotion of health and wellbeing services will be explored as part of a new Health and Wellbeing Strategy planned for the autumn of 2018.
Reducing the reactive workload for the corporate H&S team.	The team currently investigate all significant accidents/incidents and near miss events which occur on campus.	Part of the review of incident management will look at training packages for managers to assist them to carry out investigations in their own work areas.



## Executive Team Report to Court

The Executive Team met on 17 & 30 April and 10 & 29 May. The following key items were discussed by the Executive Team and are provided here for Court to note:

### 1. Health and Safety

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

### 2. PGR Analysis

The Executive Team continued to receive updates on action taking place to increase the number of PGR entrants in the remainder of 2017/18 and to ensure that the University achieves its strategic ambitions in this area. Performance Development group continued to oversee progress and activity and had met with the Executive Deans to follow up on PGR recruitment and related actions. Members considered further potential actions, in the next academic year, that could positively affect PGR intake numbers and agreed that there was scope to revisit existing initiatives to make sure that they are as effective as possible.

### 3. Strathclyde 2025

The Team spent time reflecting on their top priorities for Strathclyde 2025 ahead of the 1 May Court meeting and considered the next stage of development leading up to the August Executive Team Strategy Session.

### 4. Industrial Relations

The Executive Team received regular updates in relation to the Universities Superannuation Scheme (USS) and the University and College Union (UCU) industrial action.

### 5. 2018/19 Budget & Financial Forecasts and Annual Plan

The Team received regular updates on the development of the 2018/19 Budget, prior to the development of a final Budget position and its presentation to Court on 20 June. Members noted that considerable work had been undertaken by Faculties and Professional Services to scrutinise projections and to identify further adjustments to income and expenditure to meet the targeted outturn. In addition, work had been undertaken to 'overlay' financial expectations in relation to Strathclyde 2025, at a high level with a number of specifics yet to be determined.

Members noted that whilst the overall budget position had improved, it remained at variance from previous forecasts due to a range of elements including: delay to realisation of gain on assets (arising from Jordanhill disposal); forecast additional pension costs; and offset of increase in cash generated from operations due to increased spend.

At the 29 May Executive Team meeting, the Team considered the 2018/19 Budget & Financial Forecasts and Annual Plan noting that both documents remained work in progress and would be subject to further review and discussion at Court Business Group on 7 June and Executive Team on 12 June.

## **6. National Manufacturing Institute for Scotland (NMIS) – Strategic Business Case**

The Team reviewed an overview of the draft NMIS Strategic Business Case. Members noted that external approval for NMIS would be sought at the Scottish Enterprise (SE) Board meeting in August 2018. Due to the cycle of forthcoming Court meetings, it was intended to ask Court to consider the near-final details of the proposal in June but to agree an appropriate delegation of authority, to either Court Business Group or a specially convened sub-group of Court, in order to provide final approval on behalf of the University.

The Team considered a proposed NMIS Governance Structure, noting the proposal that, operationally, NMIS would be part of the Faculty of Engineering and would report through normal Faculty structures but also that the proposed NMIS Board would report directly into the Executive Team and onwards to Court.

## **7. Medicines Manufacturing Innovation Centre (MMIC) - Strategic Business Case**

The Team considered the proposed strategic relationship between the between the University of Strathclyde, The Centre for Process Innovation (CPI), and the MMIC. Members discussed the proposed ownership and governance arrangements for MMIC, noting that as MMIC would be owned and operated by CPI Ltd, a company limited by guarantee, the most significant risks associated with MMIC would be held at arm's length from the University. The Executive Team unanimously agreed that it was satisfied with the proposed strategic relationship between the University, CPI and MMIC and endorsed the business case for MMIC, subject to approval from Court.

## **8. Contribution Pay 2018**

The Team discussed and agreed proposals and recommendations on the level and distribution of Contribution Pay for 2018. Members discussed the distribution of contribution pay across the staff categories and the importance of awarding exceptional performance across all staff categories within the envelope set aside was emphasised.

## **9. The Equally Safe in Higher Education (ESHE) toolkit:**

Members noted that the ESHE toolkit, developed by the University, had been recently launched to help universities and colleges tackle gender-based violence. Members welcomed the University's position at the forefront of this work as a socially progressive institution and that the Scottish Government had provided funding for two further years to roll the toolkit out across the Higher Education and Further Education sectors.

## **10. Intake Targets Update**

The Team received an update on the intake targets for 2018/19. Executive Team noted the approach taken to intakes target setting and agreed that the intakes targets - which underpinned (alongside continuing population forecasts) the fee income forecasts in the evolving budget - could now be considered final, taking into account the continued drive to exceed relevant targets for uncapped populations.

## **11. Corporate Risk Register**

Members reviewed the Corporate Risk Register (CRR), noting that that the number of risks had increased from 15 to 16 since the last quarter because of the new risk relating to industrial action (risk

7) and that this risk level had been reduced to 'Medium'. Seven risks were now rated as high and the rest as medium. Risk 4 relating to the General Data Protection Regulation (GDPR) had been revised upwards and Members suggested that, where there were areas of the University that had not yet completed and returned the GDPR checklist and hence progress was considered of concern, that this should be escalated through the management structure, to Executive Team members as required.

Executive Team reviewed and agreed the top risks and mitigating actions in the Corporate Risk Register, ahead of consideration by the Audit & Risk Committee on 24 May and by Court on 20 June.

## **12. Investment Proposal**

[Reserved]

## **13. General Data Protection Regulation (GDPR): Decision on the basis for processing emails on the alumni database**

Members considered the risks and impact of the GDPR and the Privacy and Electronic Communications Regulations (PECR) on the University's alumni communications and fundraising activity. In relation to processing personal data and direct marketing via electronic communication, Members noted that it had been helpful to understand the variances in approach amongst the UK Charity and Higher Education sectors and the subsequent impact of these approaches on their contact databases. With regard to the UK sector, the Team noted that several large universities were reported to have chosen to rely on existing consent as a basis for continuing to contact alumni.

Members discussed the options available to the University, and associated risks, and endorsed the recommendation, to rely on existing consent for the processing of personal emails currently held on the alumni database.

## **14. Contribution Map**

The Team considered a draft Contribution Map (CM) and commented that it was a useful tool in helping to highlight areas where contribution to delivery appeared to be imbalanced or where staff resource may be out of alignment with contribution, noting that the CM metrics were selective and did not take account of contribution to other areas of delivery, such as widening access and policy impact. Members were invited to provide feedback on the draft CM noting the intention for the CM to return to Executive Team before the summer.

## **15. SIMS Project Update – Technical Review of SIMS Phase 1**

The Team considered the general findings and the key lessons identified in the SIMS Phase 1 Internal and External Technical Reviews. The Team recognised that the delivery of SIMS Phase 2 was progressing and remained the immediate priority and that a progress report would shortly be provided

to Executive Team. The Team noted the Internal and External Technical Reviews and endorsed both reports for circulation in full to Audit & Risk Committee for discussion at its meeting on 24 May.

#### **16. Q3 Business Report**

The Team reviewed the Q3 performance across the range of areas outlined in the Business Report, prior to consideration by Court. The overall forecast outturn was now anticipated to be a surplus of **[Reserved]** compared to a budget of **[Reserved]**. Members noted that the gain on the disposal of fixed assets was anticipated to be **[Reserved]** compared to a budget of **[Reserved]** and that this was largely attributable to delays with the completion of the Jordanhill sale, which would now slip into 2018/19.

The Team noted that:

- all ongoing major estates projects had been flagged green;
- that the approach to reporting on the SIMS Project would be reviewed as part of the annual Business Report and Risk Review processes;
- the PGR population indicators had been flagged amber due to below-target intakes and that Executive Team and Performance Development Group continued to scrutinise these indicators in the context of KPI8;
- the retention figures for 2017/18 showed an improved picture on 2016/17, both overall and for SIMD0-20 and SIMD0-40.

#### **17. National Physical Laboratory (NPL) progress update**

The Team received a progress update on the NPL ahead of bringing a summary update to Court in June 2018 for information, as requested by Court in June 2017.

#### **18. University of Strathclyde Students' Association (USSA) 2018/19 Budget**

The USSA Budget was noted by Members in the context that Finance colleagues were continuing to engage with the USSA Chief Executive, and that the University Court will be asked to approve USSA's 2018/19 budget on 20 June.

## Senate Report to Court

Senate met on 6 June 2018.

### FOR APPROVAL

Senate invites Court to **approve** the following recommendations considered by Senate on 6 June 2018.

1. Senate **endorsed** CMG's recommendation of the re-appointment of the University Chancellor, and **recommends** the re-appointment of the University Chancellor for Court's approval.
2. In compliance with the Higher Education Governance (Scotland) Act 2016, Senate **approved** amendments to the composition of Senate membership, and **recommends to Court** that Senate's membership be increased to 100 members, through an increase in the number of student representatives as members of Senate from 2 to 10 (10% of its membership) in line with the requirement of the Act that students should make up at least 10% of the Senate membership. Revised Statutes, reflecting the required changes, will be brought forward for Court's approval in due course.

### FOR NOTING

Senate invites Court to **note** the following items considered by Senate on 6 June 2018.

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

Court is invited to note the following points from the report:

- The Committee approved the submission of a paper inviting feedback from Senate members on the effectiveness of Senate as part of the University's ongoing compliance with the requirements of the Scottish Code of Good HE Governance (2017).
- The Committee noted from the report of the Collaborative Agreement Subgroup the arrangements that were in place for the ongoing review of collaborative activity across the University.

#### **4. Financial Update**

The Chief Financial Officer presented Senate with an update on the University's budget and financial forecast.

Senate joined the Principal in warmly thanking the Chief Financial Officer for his contribution to the University and to Senate, this being the Chief Financial Officer's final Senate meeting further to his retirement from office.

#### **5. Teaching and Learning Building Update**

The Associate Principal (Learning & Teaching) updated Senate on the latest developments in the Learning and Teaching Building Project. The tender process for the Main Works having been issued, bids have now been received. The tender includes space for Student Experience and Enhancement Services (SEES), as well as USSA Democracy space and Debates Chamber. Senate was shown a

range of visuals of the key zones of the building, and was updated on the timetable for construction and completion of the Learning and Teaching Building project.

## **6. Higher Education Governance Act: Revisions to Composition of Senate**

The following information is provided to Court in relation to (2) above:

The Vice-Principal and the USSA Vice-President Education outlined to Senate the background to the request for Senate to approve the proposed increase in membership of Senate to 100, and to endorse the proposed process for appointing student representatives to Senate. The proposed composition of Senate is at Appendix 1.

Further to Court's approval, it was noted that the University Statutes would be revised accordingly. Senate was informed of the timescale for the implementation of the change, which is in line with the requirements of the Act.

## **7. Learning and Teaching Forward Planning**

The Deputy Associate Principal Learning and Teaching provided Senate with details of a proposed updated approach to learning and teaching planning through enhanced integration of processes, which included drawing on wider sources of feedback and sources beyond the NSS. An outline was given of revised reporting timelines which would allow for more timely reflections and consideration of NSS results prior to submission of the Learning and Teaching Plans. The presentation also provided an update on NSS results and reporting timelines, and on progress and key dates in relation to ELIR planning.

## **8. Student Partnership Agreement**

The Associate Principal and the USSA Vice-President Education (VPE) updated Senate on the development of the Strathclyde Student Partnership Agreement which focuses on improving student engagement, and on practical tasks upon which the institution and students will work together over a stated period. Key priority action areas for the next two years were outlined: enhancing student mental health; careers and employability; ensuring effective feedback.

A summary of the consultation process behind the drawing up of the Agreement was given, with an outline of next steps towards finalisation and final approval.

Senate **endorsed** the proposal put forward to Senate of the direction of travel in relation to the final shaping and process for approval of the Student Partnership Agreement. Senate thanked the USSA VPE for his contribution to the process.

## **9. Principal's Report and Update**

Senate noted that the Principal had, under Convener's Action, approved a request to extend the list of senior members of academic staff nominated by Senate to preside at University graduation ceremonies to include Associate Principals.

The Principal updated Senate on several matters of interest including:

The launch of Strathclyde's Equally Safe in HE toolkit, which had been well received in the sector.

Thanks were expressed to outgoing Senate members who would be demitting office at the end of the academic year and in particular to Professor David Littlejohn outgoing Associate Dean and Executive Dean of the Faculty of Science.

## **Appendix 1 - Proposed Composition of Senate**

The Principal (ex officio)

The Vice Principal (ex officio)

The two Associate Principals (ex officio)

The Executive Dean of each Faculty (ex officio)

The Heads of Department/School (ex officio)

The Professional Services Directors previously approved by Court (namely the Directors of Information Services; Research & Knowledge Exchange Services; Marketing & Development Services; Strategy & Policy; Student Experience & Enhancement Services\*)

52 Elected members of Academic Staff

10 Student Representatives: elected by USSA

*Position currently vacant. On-going operational changes in this area will be reflected via Senate's future membership, subject to any further Court approvals required.*

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

**The following items were discussed by Court Business Group on 7 June 2018 and are provided here for Court to note.**

### **1. Q3 Business Report 2017/19**

The Chief Financial Officer (CFO) presented the Q3 Business Report 2017/18, noting that the final forecast position for Court was subject to review and discussion by the Executive Team on 12 June. Based on the current figures, he highlighted the level of performance across a range of areas.

The Director of Strategy & Policy highlighted several elements relating to the non-financial elements of the Report.

The CFO confirmed that the legal dispute in regard to the disposal of the Jordanhill Campus had been brought to a conclusion and that the developer remained committed to the project, despite the potential for further delay in gaining technical consents. The CFO agreed to provide appropriate reassurance to Court at the next meeting.

Noting that figures were subject to further review by the Executive Team, CMG members were content with the presentation of the Q3 Business Report to Court.

### **2. 2018/19 Budget, Financial Forecasts and Annual Plan**

The CFO presented the 2018/19 Draft Budget and Financial Forecasts, noting that the figures were subject to further review and discussion by the Executive Team. He summarised the current draft Budget position, highlighting a number of elements for Court's attention.

CBG discussed assumptions on future tuition fee and research grant income. They noted the significant global scale of the market for overseas students and the University's ability to continue to increase its share whilst also ensuring competitiveness on price. The University's academic offering and physical environment were key factors in continuing to attract overseas students.

CBG noted a recent increase in the value of loans available to Home/EU students wishing to undertake PGT study, to cover both fees and living costs; this had been off-set for the University by in the removal of SFC funding for PGTs. In order to address the resultant shortfall in income for this area of provision, the University had reviewed and increased PGT fee levels, taking account of competitors' fees and loan availability. It was agreed that widening access impacts would be carefully considered to ensure that the University continued to offer opportunities for postgraduate study to students from disadvantaged backgrounds. The incoming USSA representatives on Court would also have the chance to be informed of key university funding arrangements and income streams through the Court induction process.

CBG noted that the draft Budget and Four Year Forecast position was predicated upon continued income growth as well as significant investment in staff, facilities and physical infrastructure. It was also noted that the proposal to establish the National Manufacturing Institute for Scotland (NMIS) had yet to be incorporated into the 2018/19 Budget. This was expected to be addressed prior to the Budget being circulated to Court. Similarly, any impacts arising from the next development phase of the Technology & Innovation Centre would need to be considered further by Court before being reflected in future University Budgets and Forecasts.



Other issues discussed by CBG included: the need to ensure appropriate investments in Professional Services areas to maintain their ability to support an increased level of academic delivery; the University's targeted approach to different overseas markets for student recruitment; and the requirement to submit the Financial Forecasts to the Scottish Funding Council and the European Investment Bank.

Noting the potential for some further movement in the figures prior to Court, CBG agreed that the 2018/19 Budget, Four Year Forecast and Annual Plan should be submitted to Court for discussion and approval.

### **3. National Manufacturing Institute for Scotland – outline business case**

The Chief Commercial Officer (CCO) provided an update on the on-going development of the outline business case for the establishment of a National Manufacturing Institute for Scotland (NMIS). He explained that this was in development and would be considered by the NMIS Delivery Group on Friday, 15 June. Following this, it was expected to be available for review by Court and, as such, the paper would be circulated to Court later than usual.

The CCO highlighted a number of key messages for Court, reminding members that developments were on-going and that Court would be invited to delegate its authority to CBG to approve a final Business Case in August.

CBG noted that work was on-going but that arrangements were developing quickly. In recognition of the scale of the project, the currently high-level nature of the information available, and the likelihood of a late circulation of Court paperwork, Members requested that summary information be provided to Court members in advance to remind them of the key governance and funding aspects of the proposals (e.g. externally funded, level of risk and exposure for the University, etc.). The CCO agreed to meet with the Vice-Convenor to discuss the requirements for this.

CBG recognised the excellent work undertaken by the CCO and his team in helping to advance the NMIS proposals to their current stage. Members looked forward to seeing more detail at the Court meeting.

### **4. Technology & Innovation Centre – Phase 2 update**

The CCO and the Associate Principal (Research & Innovation) presented an update on the progress with the next development phase of the Technology & Innovation Centre (TIC), a key aspect of the Glasgow City Innovation District (GCID).

CBG welcomed the key messages highlighted and raised several queries and points to be addressed ahead of Court.

In recognition of a busy Court agenda and that Court would not be asked to take any formal decisions at this stage, CBG agreed that the content of the slides should be reduced to ensure a focus on the high-level aspects of the proposal. Court would then be invited to endorse the ongoing development of the proposal. In addition, steps would be taken to ensure that the student voice was heard, via the elected USSA representatives, on aspects of the proposal, particularly in relation to skills developments and entrepreneurship opportunities.

Subject to the revised approach above, CBG agreed that the update should be presented at Court on 20 June.

## **5. University of Strathclyde Students' Association (USSA) 2018/19 Budget**

The USSA Chief Executive introduced a paper setting out the USSA draft Budget for 2018/19, for which Court's approval would be sought on 20 June, in accordance with Part II, Section 22 of the Education Act 1994. The paper also included a brief overview of USSA's operational priorities for 2018/19.

CBG members commented positively on the USSA Budget, noting the progress achieved and the improved information provided compared to previous years. They agreed that this should be presented to Court for approval.

## **6. National Physical Laboratory progress update**

The Principal introduced a progress report on the development of the National Physical Laboratory (NPL) partnership. He indicated that progress had been slower than anticipated due principally to structural challenges within NPL, but that activity was now accelerating. He noted that the Postgraduate Institute had been a particular area of success and was contributing to the University's activity in this area.

CBG welcomed the report and asked that the background information provided via SharePoint be summarised in several slides, for presentation at Court. CBG agreed that the Report should be provided to Court on 20 June.

## **7. Corporate Risk Register**

The University Secretary and Compliance Officer (USCO) presented the University's top risks and mitigating actions, for review prior to submission to Court. She highlighted a number of changes and additions since the last review by Court in September 2018. CBG members particularly noted and welcomed the addition of an upfront summary sheet showing the movement of various risks over the previous twelve months.

Subject to a number of minor corrections, CBG agreed that the Corporate Risk Register should be submitted to Court for consideration and approval.

## **8. Draft Court agenda, 20 June 2018**

Members considered the draft agenda for the Court meeting on 20 June 2018. Subject to some revisions to timings and the changes to paper or presentations noted above, the agenda was approved.

## **9. AOB**

There was no other business.

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

The Audit & Risk Committee met on 24 May 2018.

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

### **1. SIMS Update**

The Associate Principal (Learning & Teaching) introduced the paper which summarised the general findings of the Internal and External Technical Reviews of SIMS Phase 1.

Members welcomed the opportunity to review the detailed reports on Phase 1 of the Project, with a particular focus on the risk management aspects and how the University was ensuring that the lessons learned were being addressed in the current and potential future phases of the project. The Committee was specifically interested in

- how the University was ensuring that it had the right people with the right expertise involved and relevant information available to them to make the key decisions going forward; and
- whether staff would feel able, and know how, to escalate any issues or concerns in future.

A full, written response would be provided to Members at the next meeting. In the meantime, it was noted that

- appropriate training and independent (including third party) technical challenge would be employed in key decision making including the final confirmation of the appropriate system going forward;
- appropriate governance arrangements, led by an Associate Principal and regular reporting to the Executive Team were now in place;
- staff had responded positively to the changes implemented and reported issues to the Operations Management Group on an ongoing basis.

### **2. Business Continuity Management**

The Risk and Resilience Manager updated the Committee on the progress of the Business Continuity Management (BCM) programme. 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. A BCM Framework had then been developed which addressed the points highlighted by the Audit. The Framework included clearer governance arrangements, defined roles and responsibilities and was endorsed by the Executive Team in February 2018. A six-year implementation plan was in place and now underway.

It was noted that recent adverse weather, industrial action and student protests had presented opportunities to test the new processes providing real life case studies. The Committee noted the considerable progress made since the IAS Audit and looked forward to receiving a further update in 2018/19.

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

The USCO introduced the Corporate Risk Register reminding Members that it was regularly reviewed by ET. A new front page had been introduced to provide a summary of the risk ratings and how their status had changed and each risk was now linked to the relevant strategic themes. There were 16 risks in total on the Register. A new risk (Industrial Action) had been introduced, while some risks had been merged and others, including General Data Protection Regulations (GDPR) and SIMS, had been included as stand-alone risks.

Members were interested in the University's preparation for GDPR, which were ongoing, recognising that the Information Commissioner's Office (ICO) anticipated that organisations would still be developing procedures to ensure compliance for some time. The risk would continue to be rated overall as high to retain the focus on this area until the overall situation and ICO's stance became clearer.

Risks relating to the Innovation Centres, each of which had their own governance and accountability arrangements, were discussed. Members would welcome a paper showing the various Centres and the arrangements in place for each, including the top two risks for each and what is being done to mitigate these.

The Committee noted the presentations it had received in the current session which covered six of the top areas of risk for the University and **endorsed** the University's top risks and mitigating actions for onward transmission to Court.

#### **4. External Auditor's Audit Planning Report 2017/18**

The External Auditor concluded his presentation, postponed from the February Workshop. He described, in overview, the various stages associated with the planning, preparation and execution of an audit. He then touched briefly on risks and disruption factors that were anticipated to affect the sector in the near future. Finally, he highlighted general priorities for governing bodies in 2018 and summarised considerations for the implementation of GDPR.

The External Auditor then explained the proposed approach and scope for the audit of the 2017/18 Financial Statements which were in accordance with the requirements of the auditing standards and other professional requirements and also aligned with the Audit & Risk Committee's service expectations. The Committee would be kept abreast of any changes to the planned approach.

The Audit & Risk Committee considered and **approved** the proposed approach for the audit of the 2017/18 financial statements.

#### **5. IAS Activity Report**

The Committee noted progress against the delivery of the Audit Plan for the current academic year. Since the last report, one review had been completed and the report would be circulated shortly, while four reviews were currently in progress and planning had begun on a further two. Due to resource constraints, the Cybersecurity review would take place in 2018/19 if a suitable alternative form of independent assurance was not available.

#### **6. Draft IAS Assurance Strategy and Plans for 2018/19**

It was noted that Members had met informally with staff from IAS to discuss development of the Strategy and Plans. The following key points were noted:

- The Review of Endowment Funds had been included in response to a recent issue in the Health Sector;

- It had not yet been specified which projects would be covered in the Major Project Controls (Capital/IT) Review. The specific projects to be reviewed, and the detailed scope, would be determined in consultation with stakeholders prior to the commencement of the review;
- Delft Governance Arrangements had been added to the plan for 2019-20.

It was requested that a review of legislative and regulatory compliance should be added and consideration would be given to where this might be most appropriately addressed. With this addition, the Audit & Risk Committee **endorsed** the Internal Audit Draft Assurance Strategy and Plans 2018/19 to 2020/21.

## **7. IAS Quality Improvement Programme / Self-Assessment Report**

The Head of Internal Audit introduced the Report on the progress made on the Quality Improvement Programme and the Report on Conformance with the Standards and Code of Ethics, noting that the International Professional Practice Framework (IPPF) required a quality assurance and improvement programme to be put in place.

It was noted that the Council of Higher Education Internal Auditors (CHEIA) re-designed tool for use in carrying out assessments within the Higher Education sector had been used for the Self-Assessment exercise. The conclusion was that the University “generally conformed” with the IPPF Standards and its staff with the IIA Code of Ethics, which was the highest rating possible. Members noted the recommendations in the report and the need for an external review to be conducted every five years with the next one due in 2018/19.

## **8. Tender for External Auditor – process and timetable**

**[Reserved Item]**

## **9. Course Development, Review and Costing**

Members welcomed the information provided on the University’s defined approval route for new courses and the processes in place for the review of existing courses. It was noted that the financial planning aspects were included in the Business Case for a new course, the template for which had been added to the SharePoint site.

**Enterprise & Investment Committee (Annual Report)**  
**[RESERVED ITEM]**

## Report to Court from Estates Committee

The Estates Committee met on 22 May 2018 and the following items were among those discussed:

### For Noting by Court:

#### 1. NMIS Business Case

The Committee considered a presentation by the Chief Commercial Officer (CCO), with an update on progress on the Business Case for the NMIS project. It was reported that this project was moving on apace and the Business Case would be completed by August of 2018. The Committee was reminded of the vision for this development which would provide a globally recognised centre of manufacturing expertise, a leading centre for UK Advanced Manufacturing Catapult, an industry-led partnership with academia and the public sector, with a new Manufacturing Innovation District (MID) and which would spearhead Scotland's Manufacturing Action Plan. The core facilities would be at Inchinnan, though the reach would be international and would draw on the strengths and expertise of universities, colleges and Innovation Centres, transform manufacturing skills, productivity and innovation and act as a beacon for inward investment.

It was reported that the project would entail four principal elements:

- Manufacturing Skills Academy (MSA) – Scotland's hub for manufacturing skills and education linking to existing and future providers
- Digital Factory 2050 (DF2050) – An industry-led centre for collaborative manufacturing research, technology and solution development
- Innovation Collaboratory (IC) – An industry-led centre for manufacturing technology application and process development
- The "Street" – NMIS interface to on-site financial advice, business support and links to external organisations such as schools, Zero Waste Scotland, Scottish Institute for Re-Manufacture and the One Scotland Partners.

It was highlighted that the funding package had altered since first reported to Court. Following a public announcement by the First Minister in December 2017 that the NMIS project would receive a commitment of **[Reserved]** in new funding, this now brought the total Government contribution to **[Reserved]**. The balance of funding would be provided by the Lightweight Centre ( **[Reserved]**), the University ( **[Reserved]**), City Deal (£39.1M), and HVM Catapult ( **[Reserved]**). It was stated that Strathclyde would act as the anchor university and would provide the governance for the project with the facility forming part of the Faculty of Engineering.

It was noted that the target for completion of the Outline Business Case was June 2018 with presentation to Court thereafter, followed by approval of the full Business Case by the Scottish Enterprise Board in August 2018, and commencement of the build early in 2019.

The Committee was advised that cognisance had been taken at this early stage of future, possible expansion requirements, given the lesson learned from the AFRC development, alongside an awareness of the need to match aspirations with the available budget. The Design Team had been provided with a brief for a phased development.

An outline programme was presented to the Estates Committee for consideration. The target completion date was September 2021. This projection was based on an 11,000-12,000 sq. metres development. The sustainability aims of the development were noted as including that of a BREEAM 'Very Good' Rating, an "A" rated EPC target, Low Carbon technologies, waste heat recycled from laboratory processes and photovoltaic roof array. The Committee commented on the likely high

power requirements for the site and it was acknowledged that the power supply capacity on site may need to be increased.

The Committee welcomed the presentation and thanked the CCO. It also approved the direction of travel of the project.

## **2. Land at Craigendmuir, Cardowan**

In 1962 the University purchased land at Stepps for the purpose of developing a sports stadium, playing fields and student residences to accommodate the growth in the University at that time. The initial purchase included an area of agricultural land at Craigendmuir. Subsequent to the purchase of the land, the University's strategy changed to one of consolidating its base on the City Centre Campus rather than developing the land at Stepps. A proportion of the land at Stepps was determined to be surplus to requirements and in 2007 part of it was sold to Taylor Woodrow for £8.55 million, (at the peak of the property market land values). This process took circa 15 years to complete through a masterplan approach and the influencing of the local plan designation.

The Committee was advised that an area of undeveloped land in excess of 20 hectares remained at Craigendmuir, and that Estates Services was now keen to start the process of disposing of this. **[Reserved]** had been appointed by the University to provide initial planning advice and had undertaken an exercise to gauge interest from development partners on the promotion of the land via the North Lanarkshire Council Local Development Plan process, with a view to obtaining residential zoning, leading ultimately to potential for development. It was reported that a number of developers had been approached and that nine interested parties had submitted proposals. A shortlist of four had been invited to provide updated submissions. Of these four, one had been selected as having provided the optimum submission in terms of price, option fee/deposit and minimum price per developable acre. **[Reserved]** had recommend pursuing a legal option agreement with this developer, with an option period for an initial 5 years with the possibility of extending this to 10 years. The Committee was advised that it was likely to be a lengthy process to unlock the value of the site given its current agricultural use. Estates Services aimed to work in conjunction with **[Reserved]** Design (Planning Advisers) and **[Reserved]** (Legal Advisers) to conclude an appropriate legal agreement, most likely an options agreement, with a view to obtaining a Residential Zoning of the land, ultimately leading to the sale and subsequent development of the land.

After some discussion, the Committee concluded that it would prefer to investigate the option of extending the selection process for a further period, prior to making a decision on a preferred developer. While it supported the general direction of travel being taken it therefore recommended that further advice should be sought from **[Reserved]** on whether to proceed further with all four shortlisted developers prior to a final decision being concluded.

AL, May 2018



**Annual Committee Report 2017-18**  
**Equality & Diversity Strategy Committee (EDSC)**

**Statement of Purpose**

1. The Equality & Diversity Strategy Committee (EDSC) is a University Committee operating with the delegated authority of Court to promote equality, diversity and inclusion and to oversee the University's compliance with its equality and diversity obligations, as set out under the Public Sector Equality Duty, Equality Act 2010. Equality, diversity and inclusion issues are prominent in our Strategic Plan and Outcome Agreement with the Scottish Funding Council, and form a core element of the University's commitment to being a socially progressive institution.
2. The Committee is convened by the Vice-Principal and met on 29 November 2017.
3. **Court is invited to note the report**, which provides an overview on developments and achievements on equality and diversity during 2017-18.

**Developments in 2017-2018*****Annual Staff and Student Equality Monitoring reports***

4. The annual staff and student equality monitoring reports were produced in May 2018, providing information on the most recent staff and student profile and by Protected Characteristics.
5. The reports are published on the Equality and Diversity website and highlighted to Heads of Department, School and Professional Services for information and planning and to the departmental Equality and Diversity contacts for further dissemination.

***Development and Review of Equality Outcomes and Equality & Diversity Strategy***

6. The Equality and Diversity Strategy Committee met in November 2017, at the meeting, attention was given to the renaming of the Committee to the Access, Equality and Inclusion Committee. The proposed title more closely reflects the breadth and depth of the responsibilities and interests of the Committee. The Committee is the strategic reporting forum on compliance on equalities legislation, in addition to ensuring that related policies, outcomes and objectives on access, equality and inclusion are met. It is intended that the proposed Access, Equality and Inclusion Committee will continue to receive information and annual reports from committees and operational groups which at present report to EDSC. In addition to the strategic leadership role of the Committee in overseeing compliance obligations for equality and diversity, the Committee will also continue to promote the wider issues of access and inclusion for staff and students, championing diversity and equality for all.
7. The Access, Equality and Inclusion Committee will continue to actively encourage and support the University's ambitious and bold approach to the promotion of access and inclusion in particular to protected characteristics for staff and students. The Committee will oversee and monitor the embedding of equality practices across the University, identifying, supporting and progressing bold and innovative sector leading practice in equality, diversity and inclusion.
8. At the November 2017 meeting, it was agreed that the Equality Outcomes 2017-21 (published in April 2017) will be further refined to reflect the University's developing Equality and Diversity priorities and projects.

9. A review of the Equality Outcomes has been initiated and will be completed by the end of September 2018. The refined Equality Outcomes will form part of a wider reviewed Equality and Diversity strategy, which will be effective from 2018/19.

The refined Outcomes will be published alongside the University's Equality Outcomes Progress Report and Mainstreaming Report in April 2019, which are published to meet the requirements of the Public Sector Equality Duty. The scheduled March 2018 meeting of the Committee was postponed.

### ***Athena SWAN***

10. The University has retained its Institutional Bronze Athena SWAN award. Twelve of the 13 STEM departments now hold individual awards (1 Silver, 11 Bronze), with one remaining STEM department due to submit in November 2018.
11. HaSS Schools and Strathclyde Business School submitted award applications in April and with further submissions to be made in November 2018.
12. Following the merger of the Equality Challenge Unit, the Leadership Foundation for Higher Education and the Higher Education Academy to become Advance HE, an independent review of the Athena SWAN Charter was launched in May 2018. The review will report in early 2019 on the following:
  - The requirements for each level of accreditation and review of the standard application process;
  - The administrative burden on institutions and members of the Athena SWAN panels; and
  - Clarity and consistency in relation to the assessment of applications against the criteria.

The University will have the opportunity to input to the sector-wide consultation. Feedback will be sought from across the institution and from departments who have engaged in Athena SWAN.

### ***Gender Equality Steering Group***

13. The Gender Equality Steering Group (GESG), convened by Prof. Douglas Brodie (Executive Dean, HaSS), continues to support and facilitate the implementation of University actions to identify and address staff and student gender imbalances.
14. During 2017/18, the remit of GESG was reviewed to ensure alignment of the University's various staff and student gender equality commitments and initiatives, including the progression of the institutional Athena SWAN Action Plan 2017-21 and the student focussed Gender Action Plan (GAP), published in 2017 to meet Scottish Funding Council (SFC) requirements.
15. An internal University Gender Action Plan (UGAP) has been developed to capture both staff and student focussed actions, with activities prioritised appropriately to ensure continued progress on ongoing and new commitments within the original Athena SWAN Action Plan 2017-21 and student focussed GAP. Progress on the UGAP will continue to be reported via GESG's to the EDSC.
16. Strathclyde Students' Union and the SEES Equality and Diversity Office participated in an NUS/SPARQS project on student engagement in the development and delivery of Gender Action Plans, which concluded at the end of May 2018. Recommendations from the project will be considered by GESG.

The SEES Equality and Diversity Office and the Strategy and Policy Directorate developed an institutional response to the SFC's consultation on the process for developing institutional student GAPs in January 2018.

17. The Equality and Diversity Office coordinated an institutional response to the Royal Society of Edinburgh's (RSE) 'Tapping All Our Talents' review in May 2018. The review considers progress made on equality for women in STEM in Scotland since the RSE's original 'Tapping All Our Talents' report was published in 2012.
18. The University continues to support female STEM staff via the Women in Science & Engineering (WISE) Committee, first initiated by the Faculty of Engineering (Prof Becky Lunn) in 2014. Membership of the Committee was formally extended to the Faculty of Science during 2017/18.
19. The University funded 15 female staff to take part in the Leadership Foundation for Higher Education's [Aurora](#) women's leadership development programme. 51 female staff members have taken part in Aurora since 2013 and a Strathclyde Aurora Network has been established. The Principal has invited the Network to advise on how the University can further support women into leadership.
20. The University's Feminist Research Network (FRN), established by Prof. Yvette Taylor in 2016, ran a seminar series throughout 2017/18. The FRN brings together staff across the University, developing stronger feminist research presence, visibility and connectedness.

### ***Human Resources Initiatives***

#### ***Family Friendly Research Leave and Mentoring***

21. The University introduced a Policy on Family Friendly Research Leave during 2017/18. The feedback received following on implementation of the policy has been extremely positive. The Policy provides academic staff with up to 3 months leave with backfilled teaching, on return from family leave. Staff participating in the Family Friendly Research Leave have highly recommended the leave and support arrangements, also endorsing the Family Friendly Mentoring Initiatives which have been welcomed by staff and have provided very positive feedback.

#### ***Carer Positive Established Award***

22. Following the University's successful accreditation by Carers Scotland as a Carer Positive 'Engaged' employer in 2016, Strathclyde has been awarded the Carer Positive 'Established' award in recognition of the support which we give to our staff who care for family members and dependents. The University has recently increased the level of support for staff who are carers and an application has been submitted for the next level of accreditation from Carers Scotland, to be a Carer Positive 'Established' employer. The accrediting body feedback confirmed that the application was a strong submission and the University is well-placed to apply for the next, and highest, level of accreditation.

#### ***Flexible and Agile Work at Strathclyde***

23. The University recognises the range and complexity of working patterns required to support and promote the diverse community of staff. The Human Resource Team has recently undertaken a comprehensive and wide-ranging review of flexible and agile working practices in the University which have been benchmarked against third party organisations. The next steps of the project will be determined following consultation Staff Committee and Executive team.

## **CESAER HR Taskforce**

24. CESAER HR Taskforce conference at RWTH Aachen University, Germany in late February. The University's Equality and Diversity Officer, Annie McLaughlin, presented a session on Strathclyde's staff gender equality initiatives as part of the conference dedicated to Gender, Diversity and Inclusion. Feedback on the presentation and content was very positive with the focus of the workshop highlighted the progress on activities and achievements driven by our Gender Equality Working Group and Athena SWAN action plans.

## **Equality Impact Assessments**

25. The Equality and Diversity Office continues to provide support for staff and departments/schools in developing Equality Impact Assessments (EIAs), including for a number of projects and centres for which an EIA is a requirement for funding.
26. Following work undertaken last academic year to simplify and support the process for developing EIAs across the University, a further review of guidance and training available for completing EIAs will be undertaken to assist in building staff capacity to confidently complete assessments.

## **Equality Projects at Strathclyde**

27. [Project SEARCH](#) is a one year transition programme which provides employability training and education for young people between ages 16-25 years old with learning disabilities. Strathclyde is one of 13 Project Search sites across Scotland. The programme is a partnership between the University, City of Glasgow College, Glasgow City Council Supported Employment Service and Autism Network Scotland.

Project SEARCH is in its fifth year of providing employability training and education for people with autism with the aim of securing employment.

28. During 2017-2018, 11 Project SEARCH student interns undertook work experience placements in different Academic and Professional Services departments. 1 participant has secured employment and others are currently being supported to apply for jobs and attend interviews. Following graduation, they will receive ongoing support through Glasgow Supported Employment Service.

The 2017-18 Project SEARCH graduation ceremony took place on 8 June 2018. The ceremony was attended by graduates' parents and families as well as staff and buddies who provide day to day support during a placement.

29. [Equally Safe in Higher Education \(ESHE\)](#): A **national toolkit**, developed at the University, was launched on 25 April, amid considerable media attention. The Scottish Government funded project aims to help ensure Scotland's campuses are among the safest in the world – and eradicate GBV in HE.  
As a socially-progressive University, Strathclyde is at the forefront of this work. The ESHE project has already resulted in a range of positive developments at the University: a new HR policy, specialist training, the 'Report and Support' initiative for students, and a 2 day per week confidential specialist service on campus in partnership with Glasgow & Clyde Rape Crisis, for students who have experienced sexual violence at any point in their lives. The initiative has been so successful that the government has provided funding for 2 further years for the team to roll out the toolkit across the HE and FE sectors.
30. The ESHE Toolkit provides a practical collection of free materials and resources developed specifically for Scottish universities which can be used as they are or adapted to suit individual institutions. Further development of the project will be funded by the University and the Scottish Government.

31. [Trans.Edu](#) - the Trans.Edu research project examined the barriers and challenges faced by trans and gender diverse applicants, students and staff within further and higher education in Scotland. The findings and project report were published in 2017 and the project was awarded a Guardian University Award for Advancing Staff Equality in April 2018. A book on *Supporting Trans and Non-Binary Students and Staff in Further and Higher Education: Practical Advice for Colleges and Universities* by Dr. Matson Lawrence and Dr. Stephanie McKendry– will be published in 2018/19.

The project has, for the first time in the UK, published research findings specifically on the experience of trans and gender diverse people in the FE and HE sectors, providing an evidence base for policymakers to understand the barriers faced, along with recommendations for action. Strathclyde has committed to implementing all of the project's recommendations.

32. [Strathclyde Cares](#) - The Strathclyde Cares programme won a Guardian University Award for Retention, Support and Student Outcomes in April 2018. The programme helps students with experience of the care system throughout their higher education journey, from pre-application to graduation and beyond.

The programme is the first of its kind in the UK and co-ordinates the broad range of the University's support activities for young people with experience of the care system. These include: a named care advisor for all care-experienced applicants; a mentoring scheme in which care-experienced students are matched with volunteer staff members; care-experienced information for prospective applicants and recruitment of care leavers for paid Student Ambassador positions.

The success of Strathclyde Cares has been such that, over eight years to 2017, there has been a 168% increase in applicants to Strathclyde declaring a care background; a 305% increase in the number of offers to those declaring care experience; and a 442% increase in the number of such students registering.

33. [Attracting Diversity](#) - A final report on the University's participation in the Equality Challenge Unit's (ECU) Attracting Diversity project was submitted to ECU in May 2018. This three year project sought to develop effective practice across the HE and FE sectors in increasing student diversity across a range of equality characteristics and socioeconomic backgrounds. Outcomes from Strathclyde's involvement in the project included:
- Enhanced analysis and reporting of application and registration data by SIMD quintile and protected characteristics, for use in recruitment and selection and in meeting our ambitious access targets
  - Research and recommendations to address potential barriers to open day attendance for students from more deprived SIMD quintiles/low progression schools

## **Recommendation**

34. Court is invited to note the Equality & Diversity Strategy Committee's Annual Report and the progress during 2017-18 in a number of projects concerning access and inclusion and in achieving compliance with the University's equality and diversity obligations.