

Policy Statement Executive Owner Approval Route:	Our Partners and Reputation Vice-President, External Engagement Partnerships and Reputation Committee
Authorised Co-Ordinator:	Head of Alumni and Supporter Engagement Head of External Relations International Mobility Manager International Partnerships Manager
Effective date:	14 December 2022
Due date for full review:	January 2024

Approval History

Version	Reason for review	Date
1.0	Creation of Policy Statement	25/1/22
2.0	Review of Policy Statement	6/10/22

Introduction

The **University Policy Framework** comprises 8 **Policy Statements** – Our Colleagues, Our Students, Our Education, Our Research and Innovation, Our Safety, Our Data, Our Partners and Reputation, Our Operations.

The 8 **Policy Statements** are high level documents which cover the University's mission, aims and business. **Policy Statements** are aligned to the University Strategy.

The **Policy Framework** is detailed in the Procedure of Policies and Procedures (POPP). POPP provides direction on, and standards for, the development and review of University **Policy Statements, Procedures** and related documentation.

Procedures are 'how to ...' documents, each of which is owned by one **Policy Statement**. **Procedures** may also be associated with one or more other **Policy Statement(s)**. The Vice-Chancellor, as the principal Academic and Administrative Officer of the University, is accountable to Council for the good management of the University and for the matters set out in each **Policy Statement**. The Vice-Chancellor delegates responsibility for delivery to the Executive Owner of each **Policy Statement**.

This is the **Policy Statement** for: **Our Partners and Reputation**

1. Purpose and Scope

- 1.1. In delivering its mission effectively, the University recognises **the importance of sustaining lifelong relationships** with its audiences locally and globally, to keep them engaged and informed so they might support us and act as advocates, ambassadors or partners in supporting our research, helping student recruitment, enriching the student experience and delivering student opportunities.
- 1.2. Our Partners and Reputation Policy provides assurance that the formation and continuance of any significant external relationship is in **the University's best interests**.
- 1.3. The Policy seeks to **protect the reputation and interests of the University** by providing a framework in which the reputational aspects and implications of actions, initiatives and decisions taken in furtherance of the University's strategic aims can be considered appropriately.

2. Objectives

- 2.1. We will consider and review existing and proposed **research partnerships** (including, for the avoidance of doubt, discrete research projects) in relation to the University's risk appetite, or where these have the potential to affect adversely the University's reputation.
- 2.2. We will consider and review existing and proposed **commercial relationships** (including both research consultancy and the procurement of goods and services) in relation to the University's risk appetite, or where these may adversely impact the reputation and best interests of the University.
- 2.3. We will consider and review proposed **philanthropic gifts** within particular thresholds (as set out in the Scheme of Delegation) in relation to the University's risk appetite, or where these may adversely impact the reputation and best interests of the University.
- 2.4. We will **consider the reputational impact to the University** of any action, initiative, decision or Procedure, and act as appropriate (including the termination of any activity) to mitigate any adverse reputational impact.
- 2.5. We will **ensure the University's reputation and interests are protected** by implementing robust Procedures based on best practice to identify and mitigate (i) any risks arising from external

relationships, and (ii) the reputational risk arising from actions, initiatives and decisions taken, or Procedures implemented, in furtherance of the University's strategic aims.

2.6. We will **establish targets and objectives** in respect of external relationships and reputation, including KPIs and lead indicators.

3. Delivery Parameters

3.1. We will **consider and review the risk environment** relating to external relationships and reputation management, identifying emerging trends or risks out of appetite, and escalating as appropriate any risks outside of appetite that cannot be treated, tolerated, transferred or terminated.

3.2. We will ensure that **relevant matters are escalated for due consideration** from the other two Executive Board sub-committees, Executive Board or from any other part of the University, where these may adversely impact the reputation and best interests of the University.

3.3. We will **undertake assurance activity**, including internal audits, in areas relating to the formation and monitoring of external relationships, including monitoring progress on addressing significant findings.

3.4. We will **monitor performance** against KPIs and lead indicators.

3.5. We will keep under review the adequacy of the University's arrangements for communication, training, consultation and co-operation on **trusted research and ethical conduct**.

4. Responsibilities (Ownership)

4.1. Council

- Ultimate responsibility for the reputation of the University rests with the University's governing body, the Council.
- Council approves the University's strategy and monitors progress against it.
- The Council has delegated to the Vice-Chancellor the executive accountability for the University's reputation.

4.2. Vice-Chancellor

- Overall accountability for the University's performance and maintenance of its reputation.

4.3. Policy owner: Vice-President, External Engagement

Responsible for:

- Promoting partnerships, and their effective and appropriate management, in accordance with the University strategy, and in line with the University's risk appetite.
- Promoting awareness of the importance of the University's reputation in the proper and effective delivery of its mission.

4.4. Executive Board

- Responsible for resolving risks and issues escalated from the Partnerships and Reputation Committee.
- Responsible for evaluating resource allocation requests in the context of the wider planning and prioritisation processes.
- Members are accountable for applying this Policy, related Procedures and other supporting documentation within their portfolios.

4.5. Pro-Vice-Chancellor, Research and Innovation

- Responsible for promoting a research environment that facilitates effective collaboration while enhancing the University's reputation.

4.6. Partnerships and Reputation Committee

Responsible for:

- Overseeing progress and delivery within the scope of the framework.
- Resolving issues and barriers to success.
- Approval of Procedures.
- Ensuring associated risks have been mitigated within the risk appetite.
- Taking decisions in relation to the formation and maintenance of partnerships where these have the potential to impact adversely on reputation.
- Accepting philanthropic gifts in line with Scheme of Delegation.
- Making the case for appropriate resource allocation in the context of a wider prioritisation process.

4.7. Executive Deans and Heads of Schools

Responsible for:

- Overseeing interpretation and implementation of Procedures and other supporting documentation.
- Identifying and escalating practices outside of risk appetite.

4.8. Staff

- Adhere to relevant Procedures and other supporting documentation.

5. Implementation and Communication

- 5.1. This Policy will be communicated to all staff, students and external partners through the University's external website, internal intranet and periodic direct communications.
- 5.2. Executive Board will review on an annual basis the policy objectives and requirements, including KPIs and lead indicators.
- 5.3. Supporting documentation will be developed and updated as required and approved by the Partnerships and Reputation Committee.

6. Exceptions

- 6.1. None.

Appendix 1 – Performance

Performance target dates, unless otherwise stated, align with the end of the strategy period 2023/24.

- Over 50% of publications with international collaborators.
- 10% student mobility.