

WEB COPY

Court

Minute of Meeting held on Wednesday 22 June 2016 in the Senate Room

Present:

Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Mr Ken Brown Co-opted Member, Ms Cindy Callaghan (attending in place of Margaret Anne McParland Employee Representative), Ms Morag Deans SRC Assessor, Professor Lindsay Farmer Senate Assessor, Dr Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Professor Karen Lury Senate Assessor, Mr Liam King SRC President, Mr Brian McBride General Council Assessor, Dr Morag Macdonald Simpson General Council Assessor, Mr Murdoch MacLennan Chancellor's Assessor, Mr Ronnie Mercer Co-opted Member, Ms June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Ms Margaret Morton Co-opted Member, Professor Anton Muscatelli Principal, Mr David Ross General Council Assessor (Convener of Court), Dr Duncan Ross Senate Assessor, Ms Lesley Sutherland General Council Assessor, Professor Paul Younger Senate Assessor

In attendance:

Ms Ann Allen (Director of Estates & Buildings), Ms Christine Barr (Director of Human Resources), Professor John Briggs (Clerk of Senate) (to item 3), Professor Jon Cooper (Vice-Principal Innovation & Knowledge Exchange), Professor Frank Coton (Vice Principal Academic and Educational Innovation), Professor Anna Dominiczak (Head of College of Medical, Veterinary and Life Sciences and Vice-Principal), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal) (to item 3), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court),

Observing:

Ameer Ibrahim, Elizabeth Passey

Apologies:

Members: Ms Heather Cousins Co-opted Member, Cllr Pauline McKeever Glasgow City Council Representative, Ms Margaret Anne McParland Employee Representative

Attenders: Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Professor Muffy Calder (Head of College of Science & Engineering and Vice-Principal), Professor James Conroy (Vice-Principal Internationalisation), Professor Roibeard O Maolalaigh (Head of College of Arts and Vice-Principal), Professor Miles Padgett (Vice-Principal Research)

CRT/2015/42. Announcements

Elizabeth Passey, Convener of Court from 1 August 2016, and Mr Ameer Ibrahim, SRC President elect, were welcomed as observers.

Brian McBride and Liam King were attending their final meeting of Court. Court thanked them for their contributions to Court and wished them well in the future.

David Ross was attending his final meeting as Convener of Court and General Council Assessor. On behalf of Court and the University, the Principal thanked him for his tremendous contribution to Court, to the University and to Scottish Higher Education governance over the last 12 years. The University had recently recognised these contributions by the award of an honorary doctorate of the University to Mr Ross.

CRT/2015/43. Minutes of the meetings held on Wednesday 13 April 2016

The minutes were approved.

CRT/2015/44. Matters Arising

CRT/2015/44.1 Glasgow Student Villages (GSV)

At the last meeting, Court had received details of a proposal to refinance existing obligations to Glasgow Student Villages Ltd (GSV), presented in tandem with proposals relating to securing finance to support the campus redevelopment. The refinancing of GSV as proposed would provide greater University control over the accommodation arrangements and reduce fixed cash commitments in the short term. Routine maintenance would continue to be undertaken by Sanctuary Housing, GSV's owner. Court had agreed in April that subject to satisfactory terms being negotiated, the refinancing of the Glasgow Student Villages debt should go ahead.

Court received an update from Robert Fraser on the status of the GSV deal and on key elements that would change from the current arrangements; and details of cash flows. In response to a question about the benefits of the proposed refinancing, Court noted that it would take advantage of present low interest rates, provide more flexibility with regard to the financing of the campus redevelopment, and enable the University better to address student accommodation needs in the context of significant competition from high quality newer buildings that were being provided locally by the private sector. Robert Fraser agreed to provide David Milloy with further information about amortisation.

CRT/2015/45. Strategic Plan and KPIs, Budget 2016/17 and Financial Forecasts

Professor Neal Juster, Senior Vice Principal, briefed Court on the University's current performance against its strategic KPIs and on the 2016-17 budget and four year financial forecasts.

June 2016 had marked the first anniversary of the launch of the new strategic plan, *Inspiring People - Changing the World*. The strategy provided a route map for the actions and investments needed to ensure Glasgow that built on its position as a World-class, World-changing University. These investment priorities included: developing underlying student infrastructure; investing in improving the student experience; continuing to invest and build towards REF 2020; preparing for the major development of the Gilmorehill campus; improving business intelligence by investing in improving data quality and the implementation of a data warehouse; and investing in change programmes, for example by growing leadership capability and improving efficiency and effectiveness. The budget and capital plan had been developed to ensure that these investments could be made.

Court heard that 2016/17 would see the combination of 3 significant cost pressures on the budget: a cash reduction in the grant from the SFC; the increase in employer NI contributions; and increases in employer contributions to the USS pension scheme. However, the financial forecast showed that the University would maintain cash generation at or above the KPI target of £24.5m. This was achievable through a modest growth in international student numbers, the implementation of a premium fee policy for popular PGT courses, small growth in the level of contribution from research and commercial activity, and control of costs. In response to a question about the ability of the University to accommodate additional students, Court noted

that the predicated spread of additional student numbers across the Colleges was such that this would be manageable. Discussions had taken place with regard to additional demands on University Services arising from the growth. Court noted that the staff:student ratio should not be adversely affected.

Court noted a summary of the University's annual performance against the 22 Key Performance Indicators (KPIs) approved by Court in June 2015 and detailed in the strategic plan; and also noted trends in KPIs where these measures had been recorded over a number of years. A smaller number of newer KPIs were in their first year, and therefore trends were not available. Court also noted a summary of the University's performance in domestic and international league tables for the 2010-2016 period.

With respect to the University budget, the 2016/17 draft budget would result in a cash generation of £24.5m, which corresponded to a management accounting surplus of £13.2m. The budgetary forecast to 2019/20 predicted cash generation of £24.4m, £26.2m and £27.0m in financial years 2017/18, 2018/19 and 2019/20 respectively. This corresponded to management accounting surpluses of £13.3m, £14.7m and £9.9m respectively.

Court noted details of Income and Expenditure as restated under the new Financial Reporting Standard (FRS) 102, noting also that there would be more volatility given the required revised treatment of capital income receipts.

University surpluses to 2018/19 were based on a number of assumptions, including the SFC grant letter's 150 additional widening participation undergraduate places to be funded in 2016/17; overseas student fee growth, Research and commercial growth and RUK student fee growth (net of discounts) as determined by Colleges; and assumed salary voids and Pay awards.

Court approved the 2016/17 Budget and financial forecasts, and approved the Capital Plan spend for 2016/17 and forecasts thereafter, in the knowledge that the forecasts for 2017/18 onwards would be subject to review in the autumn of 2016 and presented to Court in December 2016.

Court thanked Professor Juster for the briefing.

CRT/2015/46. Report from the Principal

CRT 2015/46.1 Higher Education and Research White Paper

The White Paper had been published on 16 May 2016. Core elements included the intention to make it easier for new providers to set up and gain degree awarding powers, the introduction of the Teaching Excellence Framework (TEF) and other measures that focused on student choice, and a number of changes to the HE and research architecture in the UK, including the creation of an Office for Students (OfS) and a new UK Research and Innovation (UKRI) body. Social mobility and value for money were also present as cross-cutting themes.

It was intended that Stage 1 of the Teaching Excellence Framework would be introduced for 2016/17, with a trial year involving more detailed metrics in 2017/18, and the full framework at subject level expected to be running across all universities in England by 2019/20, following subject pilots. The HE sector in Scotland generally valued the Scottish Framework for Enhancement (its focus was on enhancement, rather than audit) and did not wish to jeopardise this approach and ethos in favour of the TEF, although not being in the TEF could lead to no apparent means of benchmarking teaching quality against a common UK-wide

assessment methodology. It was hoped that a UK wide recognition of the Scottish quality enhancement framework could be achieved, with an understanding that it was at least as demanding as the intended levels of the TEF.

CRT 2015/46.2 University Rankings

There had been two recently published UK League Tables. In the Complete University Guide, the University had risen one place from 30th to 29th since 2015 (30th in 2014); and the University had been placed 26th in the Guardian league table, down from 24th in 2015 (25th in 2014).

CRT 2015/46.3 New Regius Professorship of Precision Medicine

Her Majesty the Queen had created a new Regius Professorship of Precision Medicine and awarded the honour to the University of Glasgow. The new Regius Professorship, in an area of excellence for the University, had been created to mark the Queen's 90th birthday.

CRT 2015/46.4 Guild of European Research Intensive Universities

A group of world-leading universities, including Glasgow, had held an inaugural meeting in Brussels to found the Guild of European Research Intensive Universities. The Guild brought together universities that had demonstrable excellence in teaching, research and policy formation from across Europe, to collaborate on the creation of innovative solutions to some of Europe's most intractable scientific and social challenges. The Principal would be Vice-Chair of the Guild, which would be formally launched in November 2016.

CRT 2015/46.5 Growing Value Scotland Task Force (GVS)

The final report and recommendations of the GVS, entitled *The Step Change: Business-University Collaboration Powering Scottish Innovation*, commissioned by the National Centre for Universities and Business, had been launched on 25 May, contributing to the discussion on how Scotland, and HE in particular, might harness their world class creativity and inventiveness to stay at the forefront of innovation and development in a globally competitive world.

CRT 2015/46.6 Chartered Institute of Public Relations (CIPR) Excellence Awards 2016

At the CIPR Excellence award ceremony held in London on 8 June, the University of Glasgow had won the Best Use of Social Media award, based on the social media promotion of the discovery of Gravitational Waves.

CRT/2015/46.7 Key Activities

Court noted a summary of some of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events.

CRT/2015/47. Report from the Secretary of Court

CRT/2015/47.1 Campus Estates Strategy/Court Estates Working Group

Since the April Court meeting, Court members had been advised that Finance Committee had met in May and, among other things, had approved expenditure of £1.162M to continue design work on the Learning & Teaching Hub. This work would help inform the full business case for the development, which would be brought to Court in December 2016.

Court had receive a briefing from Ann Allen at the pre-Court session on 22 June, covering further details about the Learning & Teaching Hub, including an update about the single phase approach to the project and the relocation of the School of Mathematics and Statistics; and information on cost increases and affordability.

The Court Estates Strategy Working Group had recognised that there was a significant amount of work to be done in relation to bringing the Learning & Teaching Hub project to a point where there was a robust business case that Court could consider in December 2016; and had recognised the need for reviewing, individually and collectively, the progress of the other projects so that, if Court decided to proceed with the Hub, it would do so in the context of an overall strategy that was sound and affordable.

SMG had committed to a thorough review of the Estates strategy priorities over the summer, recognising the need to contain the strategy within the funds approved by Court and that this would require choices and prioritisation. In addition, a short-term working group of senior executives and some Court members – which it was agreed would include lay members and a Senate Assessor - would meet over the summer, and a full briefing would be provided to Court at its annual Strategy Day in September. It was noted that the boards associated with individual projects would continue to operate under the terms previously advised to Court.

CRT/2015/47.2 Court Strategy Day

The Strategy Day was scheduled for 26 September. The day would include a briefing on the Estates Strategy and an opportunity for Court members to contribute to the ongoing discussion about this. The draft programme would also include some external speakers. Lindsay Farmer asked for it to be recorded that he had raised a point about the event being held on the Monday of the September holiday weekend and that, albeit that the University no longer observed this holiday, staff might have family and childcare responsibilities that continued nevertheless, and that holding the event on a day when some members of Court might be unable to attend was not consistent with the family-friendly HR policies of the University. David Newall had advised him that the corresponding weekend next year would be avoided.

CRT/2015/47.3 Nominations Committee Business

Court approved a recommendation from the Nominations Committee that Heather Cousins take on the convenerhip of the Audit Committee with effect from 1 August 2016, and up to March 2018, the end of her current term as a member of Court.

CRT/2015/47.4 Heads of RI/School appointments

College of MVLS

Professor Matthew Walters had been appointed as Head of the School of Medicine from 1 July 2016 until 31 July 2020, succeeding Professor Alan Jardine.

College of Science & Engineering

Professor Graeme Cooke had been appointed as Head of the School of Chemistry for four years from 1 August 2016, succeeding Professor Stephen Clark.

CRT/2015/47.5 Senior Vice-Principal

Court approved the reappointment of Professor Neal Juster to the role of Senior Vice-Principal and Deputy Vice-Chancellor, for a further 3 years to 31 July 2019.

CRT/2015/47.6 Court Procedural Review Group – Interdisciplinary Studies

On Court's behalf, the Court Procedural Review Group considered proposals on organisational change. It had the authority to instruct management to implement proposals. Alternatively, it might decide not to authorise the proposals, and/or to refer them to Court for discussion.

Since the last meeting of Court, CPRG had given management the authority to take forward an organisational change proposal in the School of Interdisciplinary Studies, based at Dumfries. The proposal related to curricular changes which had been implemented in recent years and which now meant there was a reduction in the requirement for staffing resource. The proposal would result in a reduction of up to 1.5 FTE staff.

As in all organisational changes, the University would seek to mitigate the impact of redundancy on those staff affected, either through redeployment or through other measures.

CRT/2015/47.7 Higher Education Governance Act

The commencement date of the Higher Education Governance Act was not yet known. It was understood that, from the date of commencement, universities would have four years in which to ensure they were compliant with the terms of the Act.

CRT/2015/47.8 Scottish Code of Good Higher Education Governance

The current Governance Code for Scottish Higher Education had been published by the Committee of Scottish Chairs in July 2013. At the time of publication, the chairs had committed to a review of the Code after 3 years. A Review Committee had now been established, and as part of the review, the University would receive a visit, with members of Court likely to be interviewed as part of the process.

CRT/2015/47.9 Signature of Documents - Glasgow Student Villages

The Secretary of Court would be absent on annual leave during part of June and July 2016. It was expected that during this time, documentation relating to the refinancing of the Glasgow Student Villages (GSV) debt would require to be signed. Court had agreed at its April 2016 meeting that, subject to satisfactory terms being negotiated, the refinancing of the GSV debt could proceed. At the present meeting, Court had noted an update on the status of the GSV deal and on key elements of the new arrangements; and details of cash flows. As had been explained at the previous meeting, the refinancing would provide greater University control over the accommodation arrangements and reduce fixed cash commitments in the short term.

The University's Ordinance on the matter of signature of such documentation, Ordinance 177 Execution of Deeds, provided that a deed, instrument, or document executed on behalf of the University Court was valid if it was sealed with the Common Seal of the University Court and signed by one member of the Court and the Secretary of the Court, or some other person duly appointed by the Court for this purpose in place of the Secretary.

Court approved the appointment of the Deputy Secretary, Dr Dorothy Welch, to sign in place of the Secretary of Court, Mr David Newall, for the purposes of the GSV-related documentation.

CRT/2015/48. Reports of Court Committees

CRT/2015/48.1 Finance Committee

CRT/2014/48.1.1 Budget 2016/17 and four year forecasts

Finance Committee had agreed to recommend the budget and forecasts to Court.

Court had approved the 2016/17 budget and financial forecasts, under item *CRT/2015/45. Strategic Plan and KPIs, Budget 2016/17 and Financial Forecasts.*

CRT/2015/48.1.2 CapEx Application: Decant of Mathematics & Statistics to Modular Accommodation

Professor Nick Hill, Senate Assessor and a member of staff in the School of Mathematics & Statistics, left the meeting for this item.

At its recent meeting, the Finance Committee had received a request for £8.308m of funding to relocate the School of Mathematics & Statistics to modular accommodation, thus allowing the Learning & Teaching Hub project to progress. Finance Committee had agreed to defer approval to Court, noting the proposed relocation of Mathematics & Statistics formed an integral part of the Learning & Teaching Hub project. For the present meeting, Court had received the CapEx application, together with additional information regarding the alternatives to purchasing the modular building and the cost impact of delaying a decision.

In discussion, comments were recorded relating to: i) the level of contingency element in this particular CapEx budget, which some members considered to be high, the Director of Estates explaining that a contingency was needed because of the building requiring engineering to achieve the desired quality and because of a ground survey being necessary; ii) the potential effect on recruitment and retention of staff and students during the period of decant, where it was noted that discussions had been taking place for several months with the School - now to their satisfaction - with regard to the functionality and configuration of the temporary building, that the modular accommodation was of reasonable quality, that much teaching would take place elsewhere on the campus, that steps would be taken along the lines of the Tay House move in order to minimise impact on staff and students, and that potential expansion of the School in the future would not have been possible within the current accommodation in any event; and iii) the lifespan of the modular building in light of the cost, where it was explained that the decant was estimated to be 5 years, although the quality of the modular building would be such that it would be usable for longer.

Court also asked that the Director of Estates Ann Allen discuss matters further with co-opted member David Milloy, with regard to technical questions on which he had sought clarification.

Court approved the CapEx application, subject to management noting the comments made by members and to the discussion being had between Ms Allen and Mr Milloy.

Court agreed that while Court had yet to approve the final business case for the Hub, its approval of the CapEx application was given in the context of the intention and strong wish for the Learning & Teaching Hub to be operational for 2019/20, which would be delayed by a year were there a short-term delay in the modular accommodation being arranged; and of its acknowledgement that the move would inevitably cause some disruption to those affected.

CRT/2015/48.1.3 Capex Applications

The Committee had approved CapEx applications relating to: Adam Smith Business School - Finance Refurbishment; Chemistry & Engineering Complex - Advance Works - Fees; and Learning & Teaching Hub - Fees Stage 4.

CRT/2015/48.1.4 Endowment Investment Report

Court noted an endowment investment report as at 31 March 2016.

CRT/2015/48.1.5 Financial reports

Court noted an overview of performance as at 30 April 2016.

The report was noted.

CRT/2015/48.2 Estates Committee

CRT/2015/48.2.1 Sustainability Strategy

Earlier in the year, following discussion at Estates Committee, the University's performance in carbon reduction and sustainability had undergone review, with a Sustainable Environment Working Group overseeing the process. The first stage had involved analysing how the University performed across a range of sustainability issues relative to Russell Group competitors. While there had been some success in recent times, in delivering the Combined Heat & Power project and in initiatives to promote sustainable procurement and biodiversity on campus, the University had not performed well in other areas, including electricity consumption and waste recycling.

In April, SMG had proposed the adoption of a new Sustainability Strategy, supported by a Sustainability Action Plan, and led by a Governance Board and a Delivery Board. The Delivery Board would be chaired by David Newall, and would include a technical expert champion for each major theme of the strategy. The Governance Board, whose role would be to promote the strategy throughout the University and encourage staff and student engagement, would be chaired by Paul Younger, and would include a Sustainability Champion for each College and for University Services.

The Estates Committee had endorsed the Governance structure, the draft Sustainability Strategy and Sustainability Action Plan, which Court also now endorsed.

CRT/2015/48.2.2 Estates Strategy

Court noted the progress made in respect of the Estate Strategy.

CRT/2015/48.2.3 CapEx Applications

Court noted Estates Committee's approval of CapEx applications relating to: Adam Smith Business School (Finance Refurbishment) in the sum of £690,700 subject to final review; Learning and Teaching Hub (Modular Accommodation for Mathematics and Statistics) in the sum of £8,307,792, which application had also been reviewed and approved by Court under the Finance Committee item; Chemistry and Engineering Complex - Joseph Black Building (Professional Fees) in the sum of £830,000; and Learning and Teaching Hub (Part (60%) Stage 4 Fees) in the sum of £1,083,831 with a potential further approval of £78,451 upon receipt of satisfactory clarity around the rationale for the sum.

The report was noted.

CRT/2015/48.3 Audit Committee

CRT/2015/48.3.1 Risk Management

Court was ultimately responsible for Risk Management within the University. This function was largely delegated, through the work of the Audit Committee. In the light of recent discussions at Court and at Audit Committee, Court was asked to consider modifications to the current approach, and agreed:

1. that Court should, through the Audit Committee, receive the University's strategic risk register together with the mitigating actions proposed by SMG. This would happen next at the October 2016 meeting of Court, and annually thereafter;
2. that Court members should be advised of the next annual SMG strategic risk workshop, with a view to a small number of Court members contributing to that exercise; the date would be confirmed with members as soon as possible.

Subject to these two changes, the University's approach to risk management would continue as currently, and Audit Committee would continue to provide oversight of risk management on Court's behalf, including the arrangements relating to the Colleges.

CRT/2015/48.3.1 Other Audit Committee business

At its recent meeting, the Audit Committee had received reports on recent internal audits, had approved the 2016/17 Internal Audit Plan and had approved the External Auditors' approach to preparing the financial statements for the year to 31 July 2016. The Committee had received an update on the HE Governance (Scotland) Bill, and briefings on cyber security and Risk Management.

The report was noted.

CRT/2015/48.4 Human Resources Committee

CRT/2015/48.4.1 Equal Pay and Gender Pay Equality

Court considered a paper on Equal Pay and Gender Pay Equality, which had been provided following discussion at the April Court meeting. At that meeting, Court had agreed to support the desire to reduce the University's gender pay gap, but had requested that the HR Committee, working with HR colleagues, provide more detail to inform discussion on a realistic institutional target in this area.

The paper explained the challenge faced by the University, and the HE Sector, in addressing the underlying issues which resulted in the current Gender Pay gap. It had been recognised by the HR Committee that occupational segregation played a key role in the gap, and that there were challenges in maintaining gender parity in more senior grades, primarily within the R&T job family. The Committee had agreed that a multi-pronged approach was required, and that while there was a genuine challenge for the University, there were also potential opportunities to be a leader within the sector. By actively addressing the underlying factors impacting on the gender pay gap and becoming a leader in this area, the University could secure competitive advantage in both the attraction and retention of top talent.

Court agreed that the University should have a high, but realistic, ambition in terms of equality in pay and occupational structures, and should aim to be a leading University in this area. The HR Committee would consider what would be realistic targets for the University to adopt. Court agreed that there would be competitive advantage to be gained by being one of the leading universities which committed to stem the loss of female research talent, and - by extension - sought to attract such talent for professorial succession planning.

Court noted that relevant actions might include the wider adoption of succession planning management tools for academic and leadership roles, continuing targeted support and proactive encouragement of females ready for promotion, continuous review of recruitment practices, and increased targeting of top female talent. Actions might also include promotion of greater achievement of Athena Swan across the University; and an expectation that all senior managers and professorial grades were actively addressing relevant gender imbalances in their structures, and encouraging innovative action; and the adoption of specific targets.

While acknowledging that the statistics were required to be presented in a certain way by national monitoring bodies at present, Court agreed that institutional data should be drilled down as much as - and as soon as - possible, to provide a more accurate profile, rather than high level raw percentages being used.

Court would be kept updated on progress and on key milestones, later in 2016.

CRT/2015/48.4.2 Other HR Committee business

The Committee had received updates on: industrial action by members of UCU in relation to the national pay dispute; developments to the P&DR and Academic Promotions processes; and the 2016 Staff Survey, which has had a record level of participation. The Committee had also received briefings on strategy within the College of Arts, and on researcher development across the University and the focus on attracting and retaining top talent. The Committee had approved two newly reviewed HR Policies, namely Grievance and Attendance.

The report was noted.

CRT/2015/48.5 Health, Safety and Wellbeing Committee

The Committee had reviewed the Safety Risk Register, and noted actions arising from an audit of Business Continuity Management. The key actions that were being put in place with regard to this latter area included: a short term working group to review Business Continuity documentation, establish a rolling programme to implement/review plans and find resources to support the programme; and the creation of a Business Continuity governance group to oversee and monitor Business Continuity management across the University, reporting to the HSWC.

The report was noted.

CRT/2015/48.6 Remuneration Committee

The report was noted.

CRT/2015/49. Communications from Meeting of Council of Senate 2 June 2016

The Council of Senate had received briefings on the Estate Strategy and the draft University budget 2016/17; and updates on: the Unit of Assessment reviews leading to the Mini REF; the Higher Education and Research Bill; and the UK Government Higher Education & Research White Paper.

The communications were noted.

CRT/2015/50. Any Other Business

Professor Anna Dominiczak was congratulated by Court on her recent appointment in the Queen's Birthday Honours List, as a Dame Commander of the Order of the British Empire, in recognition of her services to cardiovascular and medical science.

On his retirement from Court, six years of which has been as Convener, David Ross recorded his thanks to Court members and attenders for their time and contributions, and to the Principal, David Newall, Deborah Maddern and colleagues in the Court Office for their support; and wished the University well in the future.

CRT/2015/51. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 12 October 2016 at 2pm in the Senate Room.