

WEB COPY

Court

Minute of Meeting held on Wednesday 15 February 2017 in the Senate Room

Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Mr Ken Brown Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Dr Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Mr Ameer Ibrahim SRC President, Professor Karen Lury Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Lauren McDougall SRC Assessor, Mr Murdoch MacLennan Chancellor's Assessor, Ms Margaret Anne McParland Employee Representative, Ms June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Dr Duncan Ross Senate Assessor, Cllr Helen Stephen Glasgow City Council Representative, Ms Lesley Sutherland General Council Assessor

In attendance:

Ms Ann Allen (Director of Estates & Buildings), Ms Christine Barr (Director of Human Resources), Professor John Briggs (Clerk of Senate), Professor Muffy Calder (Head of College of Science & Engineering and Vice-Principal) (to item 28), Professor James Conroy (Vice-Principal Internationalisation) (to item 28), 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), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court), Professor Roibeard Ó Maolalaigh (Head of College of Arts and Vice-Principal)

Apologies:

Members: Mr Ronnie Mercer Co-opted Member, Professor Paul Younger Senate Assessor

Attendees: Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Professor Jon Cooper (Vice-Principal Innovation & Knowledge Exchange), Professor Frank Coton (Vice Principal Academic and Educational Innovation), Professor Miles Padgett (Vice-Principal Research)

CRT/2011/23. Announcements

The Rector Edward Snowden was demitting office in March. Court's farewell to him was recorded.

The Principal declared an interest in item 26.2, as a member of the USS Board, although it was noted that the relevant item was an update only, and would not require any decisions. There were no other declarations of interest in relation to business to be conducted at the meeting.

CRT/2016/24. Minutes of the meetings held on Wednesday 14 December 2016

The minutes were approved and signed by the Convener as a correct record.

CRT/2016/25. Matters Arising

There were no matters arising.

CRT/2016/26. Report from the Principal

CRT 2016/26.1. Higher Education developments

At the last meeting, Court had noted a number of current developments in train in Westminster, particularly in respect of the Higher Education and Research Bill and Teaching Excellence Framework (TEF) and the Home Office consultation on student visas, on both of which matters the sector had been lobbying strongly.

Court noted that the UK government had had discussions with the Scottish government about the TEF, given the sector's concerns that Scottish HEIs be assessed in a fair way. A number of Scottish institutions had opted to take part in the TEF. This did not include the University of Glasgow, this position to be reviewed following the first round of the TEF, when more information would be available. Court would be kept informed and details would be brought for further discussion later in the year.

The Principal advised that the Scotland-based Skills and Enterprise review had now entered its second phase, with representations from the HE sector and businesses being examined.

CRT 2016/26.2 Universities Superannuation Scheme USS

The Principal had declared an interest relating to this item.

Court has previously heard that as part of the last triennial valuation of 31 March 2014, during 2014-15, negotiations between the Employers Pension Forum of Universities UK (UUK) and UCU had led to agreement on a joint proposal for, and subsequent consultation on, a revised benefit structure for USS, the reforms being designed to address the deficit in the scheme and to mitigate the risk that contribution rates would become unaffordable for employers and employees.

Final salary accruals had ceased as at 31 March 2016, with benefits built up before this date being protected. Future defined benefits were grown in the Career Revalued Benefits section of the scheme, up to a threshold of £55k. Any pensionable salary over this threshold was pensioned through a new Defined Contribution section of the scheme. To fund the changes to the USS, employee and employer contributions had risen.

The triennial valuation process had a date of 31 March 2017, but would take place over a longer period of time. The process involved interaction with stakeholders, as well as the Trustees setting, and consulting on, the technical provisions underpinning the valuation and the financial management plan which would be submitted to the Pensions Regulator (tPR). The statutory deadline for the Trustee to submit the valuation results to tPR was 30 June 2018.

On the basis of the technical provisions set at the time of 2014 valuation, the implied funding level of the scheme was 83% at the date of the last USS published accounts (31 March 2016). This was despite an investment outperformance over the previous 5 years, because of continuing low level of gilts yields.

CRT 2016/26.3. Outcome Agreement

Updates had been provided to Court since 2012 on the content of the University's Outcome

Agreement, which was required to be submitted to the SFC as a condition of funding. The Agreement set out what the University would deliver in return for Government funding, focusing on the contribution made towards improving life chances, supporting world-class research and creating sustainable economic growth for Scotland.

Professor Neal Juster summarised the details relating to the new Outcome Agreement, which had been drafted for the period 2017/18 to 2019/20. The Agreement would be updated annually. The intention had been to create a shorter, sharper document with full alignment with both the University strategy and the Scottish Government priorities. The SFC had required an initial draft to be submitted in December, on which the University had received very positive feedback.

Court noted specific areas, including: references to the Campus development and how this would impact on delivery; continuing good performance in Widening Participation; strengths in Innovation; and a range of work in the areas of Gender and Governance, both areas of significance for Scottish Government. There would be a separate Combined Outcome Agreement for Dumfries, which Court agreed should be provided to Court for approval in due course.

Court noted that the large majority of SFC funding would continue to be formula-based, through allocations for Teaching, Research and Knowledge Exchange. Specific sums might be linked to the achievement of specific outcomes.

The contribution of the Planning Office to the draft, and of University colleagues who had provided specialist input to it, was acknowledged with thanks.

In discussion, it was noted that where measurable outcomes were included, which was not in all areas, these were aligned to KPIs in the University's Strategic Plan. With regard to Widening Access targets, it was noted that these were described as percentages and not as numbers, and that overall there was a modest increase in the target. If targets were not met, the SFC would in the first instance wish to discuss the matter with institutions, ahead of any possible clawback. With regard to graduate destinations data, it was noted that it was not a requirement that the job destinations were in Scotland, and employment destinations were not matched against degree subject matter, in the national (HESA) analysis of data. The HESA destination data were used in the TEF and it was therefore important that the University's return was comprehensive, albeit that there were some concerns that the use of this information in the TEF was not a perfect measure.

Court approved the Outcome Agreement.

CRT 2016/26.4 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.

The Principal's thanks to Murdoch MacLennan, for his involvement in the arrangements for the recent award of an honorary degree to Tim Cook, were recorded.

CRT/2016/27. Report from the Secretary of Court

CRT/2016/27.1 University of Glasgow Trust - Proposed Change of Structure

The Trust had been set up in 1984 as a vehicle for philanthropic donations.

Discussions had been ongoing around the current position of the Trust, precipitated by fluctuations in the financial market, which had put funds raised from philanthropic donations held in stocks and shares at unacceptable risk. In discussion with the Principal, the Secretary of Court and the Director of Finance, the Chairman of the Trust had queried whether an alternative method might be preferable to running an independent Trust with the associated risk, systems and administration, when the Trust received so few unrestricted funds and therefore had limited decisions to make. The Trust had taken legal advice and now wished to conclude a Deed of Amendment to implement the advice received.

The Trustees had agreed that reducing their number from 11 to 5 would be sufficient for the input required to what was essentially a decreasing administrative function, and wished to propose a reduced membership; and to amend details regarding the quorum and terms of office.

With the launch of the Campaign to support the campus development, it was important that systems were streamlined and efficient, and ready to process smoothly the increase in philanthropic funds that the campaign would inspire. The Trust would continue in reduced format in order to accept any existing regular gifts or legacies directed to it.

Court gave its consent to the proposals outlined.

Court agreed that some rationalisation of routes to donate funds to the University should be considered.

CRT/2016/27.2 Court and Committee governance

i) Committee composition

At the October 2016 Court meeting, Court had conducted its annual review of Committee memberships and terms of reference. In the course of discussion, it had been agreed to reflect on whether the current composition of Court committees was correct, and in doing so to consider how Glasgow's approach compared with that of other universities.

This had been taken forward by circulating an analysis of Committee composition, and of that in other Scottish universities, with comments invited from Court members.

The analysis had not identified any obvious features where Glasgow was at odds with practice elsewhere. One view had been received to the effect that where Committees contained staff members, then elected Employee Representatives, and in future trade union nominees, should be considered as 'staff' alongside Senate Assessors. While there did not therefore appear to be a strong basis for recommending changes at this time, there were three factors which made it timely to review Committee memberships later in the year. These were:

1. The updated Code of Good HE Governance was expected to be published in April 2017. It was known that the reviewers had been giving consideration to the composition of governing body committees.
2. The composition of Court was currently being reviewed, led by a Court-Senate working group. This was considering how to address the requirement of the Higher Education Governance Act that there should in future be two trade union nominees on Court in addition to two staff representatives. Court had decided that it would like to address this requirement while retaining its overall membership at 25.
3. A concern had been expressed on several occasions at Court that staff membership of Court committees was drawn exclusively from the ranks of the Senate Assessors, rather than other staff. To date, a consideration influencing this had been that there had been just two staff

representatives on Court, compared with (until recently) seven Senate Assessors. With changes arising from the review of Court membership, it might therefore be timely to revisit this.

Court agreed that once the revised Code had been published, and once Court had agreed on the changes it would like to make to its membership in the light of the HE Governance Act, the Governance Working Group should initiate a review of committee memberships, inviting inputs from each of the Court committees, and reporting to Court early in Session 2017/18.

ii) Court papers app

As reported at the December meeting, colleagues from the Court Office had been considering the merits of procuring a web-based application (app) that would provide Court and Committee papers in electronic format to PCs and mobile devices.

The group had been impressed with the functionality of the app, but there had been some concerns about cost, control of data, storage matters, the Print function; and whether the likely uptake would justify the expenditure. In the circumstances, existing software provided within the University had been explored with IT Services, with a view to encouraging wider and more effective use of Sharepoint, which allowed documents to be read and annotated with a number of standard apps that some members already had.

iii) Court meeting day and time

Members' opinions had recently been canvassed on what the preferred timing was for Court meetings. There had been near-unanimous agreement that Wednesday 2pm meetings remained convenient.

CRT/2016/27.3 Court Procedural Review Group

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.

Membership of the CPRG was currently: Ken Brown, Morag Macdonald Simpson, Karen Lury, David Milloy and Duncan Ross.

In December, the Group had agreed that management should be given authority to implement organisational change in Campus Services. The proposal, which had arisen from a need to reduce the number of residential units in Hillhead Street to accommodate growth in the Department of Psychology, involved a reduction in staffing of approximately 2 FTE.

CPRG had given consideration recently to the way in which it reported to Court, and also to the name of the Group, which currently did not convey clearly its purpose. Court agreed to recommendations from the CPRG:

1. that the Group be re-named the 'Organisational Change Governance Group'; and
2. that it submit an annual report to Court, as well as continuing to keep Court advised about individual proposals as they arose.

CRT/2016/27.4 Election of Rector

As previously reported, Edward Snowden's term of office would end in March 2017. The student body had been due to elect a successor in February, but no nominations had been received by the due date.

It was for Court now to decide when nominations should next be invited for the post of Rector. Ameer Ibrahim explained that the SRC Council had very recently agreed that its preference would be that nominations be invited again in the short term, rather following a gap. On the

basis of reassurances that names were likely to come forward on this occasion, Court agreed that nominations should be invited as soon as possible.

CRT/2016/27.5 Higher Education Governance (Scotland) Act

At the last meeting, Court had agreed to arrangements for a proposed Court and Senate Working Group, which was looking in particular at the composition of Court in light of the requirements of the Higher Education Governance (Scotland) Act. The group had met recently and would have further meetings ahead of recommendations coming to Court. Members would be kept updated.

CRT/2016/27.6 Annual Court Self-Assessment and Convener appraisal

As in previous years, a questionnaire for Court self-assessment/feedback on performance would be circulated. Outcomes of this would be collated and reference would also be made to the Code, to ensure that the University was addressing all its responsibilities in terms of good governance. Court would receive a report in April or June.

Murdoch MacLennan would undertake an appraisal of the Convener's performance.

CRT/2016/27.7 Election of Staff Representatives to Court

Court agreed to an amendment to the election process for staff representatives on Court, such that if a ballot were required following the nominations process, it would be conducted electronically, rather than by post. Provision would be made to ensure that all members of staff were able to vote, including those who did not normally have access to IT facilities.

CRT/2016/27.8 Risk Management Processes

At the October meeting, Court members had received a high level summary of the University Risk Register, and had provided some comments on the format. The matter had been discussed since then by the Secretary of Court and chair of the Audit Committee, Heather Cousins. Court agreed to a proposal from them that, once annually, in June, Court should receive the full Risk Register, including mitigating actions.

CRT/2016/27.9 Consultation on Draft Gender Representation on Public Boards (Scotland) Bill

The had University received a consultation document on the draft Bill, which in summary would require named public bodies, including HEIs, to aim for 50:50 male:female balance in non-executive appointments over which the public body had control. Court noted that a response would be submitted indicating support for the aims of the Bill.

CRT/2016/27.10 Nominations Committee business

Applications for a co-opted position on Court were being considered by the Nominations Committee and interviews would be held in March. Court's approval for any recommendation for an appointment would be sought between meetings.

CRT/2016/27.11 Review of Code of Good HE Governance

The current Governance Code for Scottish Higher Education has been published in July 2013, with a commitment to a review after 3 years. The outcome of the review was expected in April 2017.

CRT/2016/27.12 Head of School Appointment – Psychology

On the basis of reassurances that its agreement would not set a precedent for future appointments, and of local consultation taking place, Court agreed that a re-appointment to the School headship could be made to align the Head of School term with that of the Director of Institute term, so that both would terminate in 2020.

CRT/2016/28.13 Working Group on Borrowing

Court heard that the working group, which would consider the borrowing arrangements for the campus development, would meet in the coming week. Court's approval would be sought for any decisions proposed.

CRT/2016/27.14 Vice-Chairs of Committees

Two vice-chair positions, for the HR and HS&W Committees, remained to be agreed. Court would be kept informed.

CRT/2016/28. SRC Annual Report

Ameer Ibrahim, SRC President, briefed Court on the 2015/16 SRC annual report. Particular highlights of the past year had been: Volunteering, which had seen a record year in terms of numbers participating; the Patriarchitecture Project which in particular had sought to recognise women's contributions to the University through the naming or renaming of buildings; Subcity radio celebrating 20 Years on Air; the 'Refreshers' Refreshed' initiative in the second semester; the Safe Taxi Scheme; continuing success of Clubs and Societies, in which more than 12,000 students participated; and the work of the SRC Welcome Point.

Court heard about the continuity provided by the Council's strategic plan, and the three main strands of the SRC's work, namely: Representation & Engagement; Support and Wellbeing; and Volunteering and Community Engagement. The first of these had continued its successful coverage of areas including Council support and training, Class & PGR representative training, student involvement in Periodic Subject Reviews, and student media. The SRC also continued to promote the wellbeing of existing and potential students by offering unique support services which contribute to an inclusive and supportive campus environment; these included casework activity, safety and welfare initiatives, and Freshers' week. The Volunteering and Community Engagement strand enhanced the cultural and community life of students by promoting personal development and encouraging active citizenship, through the Student Volunteer Support Service, the various clubs and societies, both areas recognised through the annual awards which were highlighted to Court. Future plans of the SRC included involvement in the campus development, through for example student representation on Project Boards and the SRC Campus Development Committee; and Sexual Violence Prevention initiatives.

During discussion, Court noted that challenges facing the SRC included its workload, because of the many areas it covered, and prioritising resources over its many activities, which included the need for regular training activity given the relatively short nature of student

representative appointments. In response to a question about Freshers' week resource, it was noted that the SRC had sought to diversify the offerings to cover the diverse student cohort, including non-traditional entrants. With regard to sustaining Volunteering initiatives, Court heard that the campus development might provide opportunities to engage with more partners in this respect, using the estate for activities where possible. Court also heard that there were opportunities for the SRC and student unions to collaborate through these activities, and through those of clubs and societies. Court asked Mr Ibrahim to consider the ways in which Court might help the SRC and the student body, and to let members know of any suggestions.

Court thanked Mr Ibrahim for the briefing.

CRT/2016/29. Reports of Court Committees

CRT/2016/29.1 Finance Committee

Court noted a report from the most recent Finance Committee meeting, at which business had included agreement of an amendment to the Treasury Management Policy. Court had noted earlier in the meeting that the working group considering the campus development borrowing strategy would meet shortly.

Ken Brown agreed to a refinement to a section of the minute concerning the MVLS budget.

CRT/2016/29.1.1 Endowment Investment Report

Court noted an endowment investment report as at 30 November 2016.

CRT/2016/29.1.2 Financial reports

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

CRT/2016/29.2 Estates Committee

Court noted the report, including: information on detailed Planning Consent having been received for Learning and Teaching Hub; information on the use of the allocation of £75.5m for Phase 1a & 1b Infrastructure as part of the Capital Plan; and clarification that, in the timescale for delivery of Phases 1a and 1b, capital receipts were forecast at £43m, compared with an earlier estimate of £50m.

Court noted a recent update relating to the bidding process for Workstream 3 (Procurement and Appointment of Lead Contractor (Construction)), to the effect that bids had been received from two potential contractors, with an evaluation process currently ongoing.

Court also noted that a decision by Glasgow City Council about the campus masterplan was due very shortly. [Note following the meeting: in-principle approval of the masterplan was granted on 16.2.17].

CRT/2016/29.3 Human Resources Committee

The HR Committee had received a presentation on the activities and strategic priorities of the Employee and Organisational Development Section, including its work on Leadership development and the Early Career Development Programme. The Committee had discussed a paper regarding work to evolve the operating model of the HR Function, moving to a technology-enabled integrated service delivery model. It was noted that ongoing discussion about the HR Committee's work might inform the review of committees referred to earlier in the meeting.

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There had also been a discussion paper highlighting initial thinking regarding the people implications and opportunities of introducing an integrated support model for the future Learning and Teaching Hub, following the approvals granted at the last meeting of the University Court.

The report was noted.

CRT/2016/29.4 Health, Safety and Wellbeing Committee

The Committee had received: an update on the central recording of overseas travel; an introduction to the newly appointed Business Continuity Officer (BCO); an update on DSE software; an Estates and Buildings update from the Deputy Director of Construction; and a stress risk assessment review from the Director of Health, Safety & Wellbeing. The Committee had covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting, Employee counselling and Minutes from the US H&S Committee.

The report was noted.

CRT/2016/30. Communications from Meeting of Council of Senate 2 February 2017

The Council of Senate business had included: receipt of a report from the working group of Senate relating to its future operation under the HE Governance (Scotland) Act 2016; an update on the Estate Strategy and Capital Plan; and a report on the REF2021 consultation;

The communications were noted.

CRT/2016/31. Any Other Business

There was no other business.

CRT/2016/32. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 12 April 2017 at 1.30pm (TBC) at the Dumfries Campus.