

WEB COPY

Court

Minute of Meeting held on Wednesday 9 October 2019 in the Senate Room Main Building

Present:

Ms Heather Cousins Co-opted Member, Dr Craig Daly Trade Union Nominee, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Elected Academic Staff Member, Professor Nick Hill Elected Academic Staff Member, Mr Christopher Kennedy Elected Professional Services Representative, Dr Simon Kennedy Elected Academic Staff Member, Mr Scott Kirby SRC President, Professor Kirsteen McCue Elected Academic Staff Member, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Trade Union Nominee, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Gavin Stewart Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Elected Academic Staff Member

Attending:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Mr Chris Green (Chief Transformation Officer, World-Changing Glasgow) (for item 4.1); Mr Craig Chapman Smith (Director of Programme Delivery, World-Changing Glasgow) (for item 4.1), Ms Emma Pickard (Director of Business Change World-Changing Glasgow) (for item 4.1)

Observing:

Mr Daniel Guild, Executive Officer to the Principal

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor, Mr Aamer Anwar Rector, Mr Graeme Bissett Co-opted Member, Mr Elliot Napier SRC Assessor, Dr Ken Sutherland Co-opted Member

CRT/2019/1 Announcements

Dr Craig Daly, Mr Christopher Kennedy and Mr Scott Kirby were welcomed to their first meeting of Court, as Trade Union Nominee, Elected Professional Services Staff Representative and SRC President respectively. Ms Margaret Anne McParland was welcomed back to Court in her new capacity as Trade Union Nominee. Professor Nick Hill was welcomed back to Court as an Elected Academic Staff Member.

Mr Daniel Guild, Executive Officer to the Principal, was welcomed as an observer.

There was the following declaration of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the scheme.

It was recorded that Vice-Principal and Head of College Professor Muffy Calder had briefed Court at the pre-lunch session, covering the College of Science & Engineering. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2019/2. Minutes of the meetings held on Tuesday 18 June 2019

The minutes were approved.

CRT/2019/3. Matters Arising

There were no matters arising.

CRT/2019/4. Report from the Principal

CRT/2019/4.1 World-Changing Glasgow Transformation programme WCGT

A briefing paper on WCGT progress and developments had been circulated. Court members had also received an update on WCGT as part of the paperwork for the Court Strategy Day. The CTO Chris Green attended the Court meeting to present key points. Craig Chapman Smith (Director of Programme Delivery) and Emma Pickard (Director of Business Change) also attended the meeting.

Working with colleagues across the University, the team had started to transform structures, processes and systems to better respond to and shape a changing environment. The key themes were: to improve the quality of services provided to the University community; to improve value for money and efficiency to support greater investment in strategic imperatives; and to enable a culture focused on service excellence and collaboration. The current portfolio of projects was noted: Smart Campus project; Assessment and Feedback; Student Forecasting and Enrolment; Professional Services; Student & Staff Service Delivery; and HR Recruitment Process. The latter project had completed the design phase and would run through to the end of the year. The penultimate project was now complete, its outcomes having included the launch of the new Helpdesk (Reach Out).

The Professional Services review's areas of focus would include improving the overall customer experience of the estates maintenance and minor works function; developing an integrated approach to wellbeing and improving the related service; and work in the IT and Marketing areas.

The framework to assess the impact of WCGT was noted, along with related KPIs. Court received details of the significant student and staff engagement work that had been undertaken by the programme – which included a Change Network of c400 people and a Design Week to gather comments and contributions from staff and students – together with information on project delivery timescales in the coming years. Court noted some challenges associated with progressing the programme, including around working together across the institution as one team with the same goals and objectives for WCGT; capability and capacity in terms of the need for strong partnerships across the University as well as in the WCGT office; and sustainability in terms of designing and putting in place the programme that enabled the changes in culture and behaviour. The WCGT office would work with SMG to address these challenges, including identifying individuals to progress matters and agreeing actions required to mitigate.

In discussion, it was confirmed that the Smart Campus initiative would apply across all campuses. It was noted that the correct balance between speed, cost reduction and improvement in services was a matter about which the WCGT Project Board was fully aware, with the latter the most important consideration; this had informed the prioritisation process for projects. With regard to cost reduction, it was noted that if there were fractional cost savings across areas where services were improved, then these would be addressed via the budget discussion, with an expectation of redeployment of (saved) resource elsewhere.

In response to a question about post-implementation review/follow up, Court heard that this was occurring for the recently completed project, with an examination of the benefits of the Reach Out

service, including whether they were the expected benefits, or otherwise. Any lessons learned would be used to inform other projects, for example in relation to other ‘service desk’ approaches in the future. Where there were opportunities for projects to work together, for instance to design methodology and/or outcomes holistically, these would be taken.

In response to a question about how Court could assist the WCGT programme, Court heard that guidance on appetite and culture would be welcomed, as would input on scale and impact. It was agreed that the HR Committee might be an appropriate forum for analysis of the latter area in the first instance.

A comment was noted on the need for openness and transparency about how the changes would affect staff. With regard to attendance by operational staff at the various networking fora, and potential difficulties that this job family might have in attending such events, it was noted that a more structured approach, including engagement with the JCCN, was in hand.

It was requested that examples of how staff and students were being helped by the projects – in the form of brief case studies/vignettes from individuals, outlining how they had been benefitted – would be welcomed as part of the next update.

Court thanked Mr Green for the briefing.

CRT/2019/4.2 Student Admissions including RUK

Court noted details of admissions to the University for 2019/20, for Undergraduate and Postgraduate (PGT), RUK and International students. There had been some challenges around RUK recruitment, relating to demographics within the 18-year-old cohort in England and increased competition across the sector, but final numbers were predicted to be healthy following Clearing.

With regard to MD20 intake, the outlook (including part-time students) was ahead of target. External Relations continued to work with Colleges to further enhance recruitment and support of this group of students through adjusted offer and pre-entry support programmes.

CRT/2019/4.3 Higher Education Developments

Brexit

The sector continued to lobby the government on implications for staff and student communities and for research.

The Russell Group had been critical of the UK government’s immigration plans in the event of a no-deal Brexit, since they would affect the ability of universities to recruit students and staff from the EU. The plans indicated that in the event of a no-deal Brexit, those wishing to enter the UK from the European Economic Area and Switzerland would be able to obtain temporary immigration status for three years. The option would be available until the end of 2020. EU citizens wishing to stay on in the UK after their status expired would be subject to a new points-based immigration system, similar to that of Australia. The Russell Group had argued that students wanting to enrol on courses longer than three years would have no guarantee of being able to stay in the UK to complete a course. This was particularly concerning for UG programmes in Scotland; and for medicine and engineering courses throughout the UK, some other professional degrees, and for most PhD programmes.

The Home Secretary had asked the Migration Advisory Committee to review foreign points-based immigration systems and provide advice on how the UK labour market might be strengthened and top talent attracted to the UK.

The Russell Group and the HE sector as a whole had welcomed the announcement that the post-study work visa would be reintroduced.

The University community had been receiving regular updates on Brexit-related matters affecting staff and students. With regard to supplies, while there was some opportunity to stock up, some items had a short shelf life and were dependent on imports, therefore there were potential difficulties.

Audit Scotland report

The report had highlighted financial challenges facing some Scottish universities, while referring to three of Scotland's oldest universities – Glasgow, Edinburgh and St Andrews – having reported annual financial surpluses in recent years. Three of the seven modern universities had reported deficits in 2014-15, with that number increasing to six in 2017-18. These institutions were more heavily reliant on the SFC grants, whereas older universities derived a much lower percentage of their income from SFC grants, receiving larger proportions of their income from international student fees and research grants.

The three ancient universities had also increased non-EU fee income since 2014-15, whereas a majority of modern universities had seen decreases. Most universities were planning to increase this income stream to maintain financial stability. The older universities were also more likely to be able to draw on cash, savings and investments to address pressures.

Audit Scotland had recommended that the SFC set targets for its Outcome Agreements and report on performance against these measures. The report also recommended that the Scottish Government indicate the National Performance Framework outcomes that universities should meet and monitor and publish details of its investment in the sector.

The government/SFC response to the recommendations was awaited. Court would be kept updated.

Post-18 Funding Review in England

The UK Government had not yet formally responded to the Augar review. The Russell Group continued to lobby on the issues arising from the report.

CRT/2019/4.4 Universities Superannuation Scheme USS/Pensions update

In August, following a consultation with employers on various options, the Joint Negotiating Committee had decided that there should be no change to benefits for the time being. It had also decided that the increase in the total contribution rate as a result of the 2018 valuation (funds put into the scheme by employers and members) from 28.3% of salary to 30.7% should be shared 65% by employers and 35% by members, in accordance with the existing scheme rules. The proposed revised contribution rates from October 2019 were 9.6% for members (previously 8.8%) and 21.1% for employers (previously 19.5%). The USS Trustee had now consulted employers, with an outcome that the figures would be implemented from 1 October 2019. The 2018 valuation was now complete, with the Pension Regulator's response awaited. There would be a valuation in 2020, but if this was not concluded on time, there would be a large step increase in the total contribution rate. It was hoped that the Joint Expert Panel (JEP) established by UCU and UUK would issue its second report by the end of 2019, in time to influence the 2020 valuation process.

CRT/2019/4.5 Clyde Waterfront Innovation Campus (CWIC)

Proposals for regeneration of the Govan area, including in particular the Clyde Waterfront Innovation Campus (CWIC), presented an important opportunity for the University to build on its existing presence in the area. Two significant funding bids, relating to Precision Medicine and Nano & Quantum Technologies, had been submitted to the Strength in Places Fund administered by UKRI. Both had a number of partners and would require the development of capital assets to ensure successful delivery. Court noted that projects were strategically significant for the University and had been discussed by Finance Committee. They would be subject to normal governance processes and

approvals if awarded, including further and more detailed discussion through relevant Court committees.

A decision from UKRI on the funding bids was not expected until April 2020 at the earliest. It was noted that CWIC would be included in the revised Capital Plan, to include scenarios based on possible levels of funding that might be obtained; choices would need to be made depending on the funding secured.

CRT/2019/4.6 Dumfries Campus Consolidated Outcome Agreement 2019-20

Court approved the University's updated Outcome Agreement on an annual basis; this set out what the University would deliver in return for Government funding. The University also worked with other HE providers in Dumfries to produce a Consolidated Outcome Agreement for the activities on the Dumfries Campus. The latter document's focus was on the contribution made towards improving life chances, supporting world-leading research and creating sustainable economic growth in the South West of Scotland.

The text of the Agreement for Dumfries had not been finalised until after the June 2019 Court meeting. In the circumstances, it had been approved in early July under Court's delegated powers (under standing orders) by the Convener of Court, the Principal and the University Secretary. The document was noted by Court.

The Principal and Senior Vice-Principal agreed that they would discuss how best to obtain future input from the School to the document, noting that the Head of School had contributed to the text of the agreement approved in the summer.

CRT/2019/4.7 University Rankings

The University had been placed 67th in the QS table (up from equal 69th); and 99th in the Times Higher Education (THE) World Rankings, compared to 93rd in 2018 and 80th in the previous year. An action plan was in place to ensure that the position as a world top 100 University was maintained.

At the June Court meeting, details had been available from two UK League Tables: the UK's Complete University Guide (up to 18th from 24th); and the Guardian league table (up 10 places to 14th). Since then, the Times/Sunday Times Good University Guide had been published, with the University placed 16th in the UK (up one place from 17th).

CRT/2019/4.8 Senior Management Group changes & SMG business

Professor Sara Carter OBE had been appointed as VP and Head of College Social Sciences, starting on 1 October 2019.

Following a change to Professor Frank Coton's VP portfolio, a new role for Vice-Principal (Learning and Teaching) had been advertised. Professor Moira Fischbacher-Smith had been appointed.

Professor Miles Padgett would demit office as Vice Principal Research at the end of the year. Professor Chris Pearce would assume the role of Acting VP Research, with the post to be advertised and appointed to later in 2020.

It was noted that the new strategic plan was under discussion by SMG and would include coverage of Sustainability.

CRT 2019/4.9 Key Activities

Court noted a summary 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.

CRT/2019/5. Report from the University Secretary

CRT 2019.5.1 Brexit and University Preparation

The regularly changing situation was being kept under review. The University continued to provide support to the community of EU nationals and to students and colleagues who had study placements or research/teaching relationships with any of the other EU states. There were regular bulletins via the newsletter/email; and a dedicated University website. Specific advice for EU nationals on residency and employment issues was available and, in particular, the University had invited EU nationals to consider applying for ‘settled status’ under the EU settlement scheme, with an offer of help and support for those who wished to do so.

The University had recently welcomed the Scottish Government’s confirmation that the fee status of EU students admitted to undergraduate programmes in Scotland in both 2019 and 2020 would remain unchanged; and the UK Government’s announcement that the cap on Tier 1 ‘exceptional talent’ visas would be abolished.

CRT 2019.5.2 USS

At the June meeting, Court had been updated on the options for future contributions for employers and employees and about the fact that if no agreement were reached, the USS Trustee had proposed to increase contributions to 32.9% from October 2019 (22.5% employer and 10.4% employee). Those involved in the discussions had include Universities UK (representing employers), UCU (representing staff), the USS Trustee and the Pensions Regulator. There was also a Joint Negotiating Committee (JNC), which decided how contribution increases or decreases would be applied and/or what benefit changes should apply.

Following a consultation with employers on the various options outlined at the last Court meeting, the JNC had decided that there should be no change to benefits for the time being, but had also decided that the total contribution rate should increase from 28.3% of salary to 30.7%; further details had already been provided in the Principal’s report.

UCU had announced a ballot of members, for possible industrial action over pensions, arguing that employers should meet all additional costs. The ballot would close on 30 October.

CRT 2019.5.3 Sustainability/Climate Change

At the last meeting, Court had been advised that the Sustainability Working Group was preparing an action plan to follow up the University’s declaration of a climate emergency. Senate would receive a presentation setting out a proposed strategy regarding climate change and sustainability issues at its meeting on 10 October; this would form the basis of a further presentation to Court in December and a more detailed strategy which it was hoped would be completed by February 2020. It was intended to set a target date for carbon neutrality to be achieved by the University; this would include offsetting. Staff and student engagement would be an important element of the strategy.

With regard to disinvestment in the energy sector, the Investment Advisory Committee had already confirmed that the University was on target to achieve the interim target of under 6.4% of funds

invested in fossil fuel companies. Court would receive an update at the December meeting.

CRT 2019.5.4 Court Strategy Day 2019

The event, which had taken place on 16 September, had provided an opportunity in particular for Court to contribute to development of the University's new strategic plan. The main session had given Court members both an overview of the emerging themes from consultation within the University and a chance to reflect on and contribute to key themes for the new strategy. There had been an external view provided of planning in the current uncertain times. A majority of Court members had been on a site visit to see the James McCune Smith Learning Hub and Western sites. The day had concluded with a presentation on the Adam Smith Business School, for which the capital expenditure full business case was being further developed for presentation to Court in December.

A summary of outputs from the main Strategy Day session was noted.

CRT 2019.5.5 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

Over the summer, Ordinances 209 and 210 had been granted, covering (respectively) the composition of Court and Senate. As such, the membership of Court had been reconfigured from 1 August 2019. There were now two, new, Trade Union nominees and an elected member of Professional Services (support) staff, with the number of elected academic staff members (previously referred to as Senate Assessors) having reduced to five and the previous Employee Representative positions no longer existing in that format. Total Court membership remained at 25.

The revised Senate composition was quite similar to that of the Council of Senate, which in recent years had taken business forward on behalf of the older (much larger – c500) Senate. The Council of Senate would continue to fulfil that function until 10 October, the date of the next Senate meeting. It would be proposed at the first meeting of the new Senate that the Council be dissolved, and that the new Senate assume its full responsibilities from that point. The latter body consisted of around 130 members including ex officio members, elected academic staff members and student representatives.

CRT 2019.5.6 New and continuing Court members

Dr Craig Daly had been nominated as the Trade Union nominee from among the University's academic staff, for 4 years from 1 August 2019.

Professor Nick Hill had been re-elected from the Senate for four years from 1 August 2019, as an elected academic staff member.

Christopher Kennedy had been elected as the Professional Services (support) staff representative on Court for four years from 1 August 2019.

Scott Kirby had begun his term on Court on 1 July 2019 *ex officio* as SRC President, for one year.

Margaret Anne McParland had been nominated as the Trade Union nominee from among the University's support staff; given her previous terms on Court as employee representative, this would be for one year from 1 August 2019.

CRT 2019.5.7 Draft Ordinance 211: General Council Membership and Registration

The composition of, and other arrangements in relation to, the General Council were currently governed by two Ordinances, which required some modernisation and simplification.

A draft Ordinance had been circulated, together with the current Ordinances for reference purposes. The General Council Business Committee/GCBC Clerk had been involved in the drafting, in the last

academic session.

Court approved the draft ahead of informal discussion with the Scottish Government and the formal consultation that was required. Were the Scottish Government to make any substantive points, Court would be provided with the details before any consultation took place.

CRT 2019.5.8 Election of Chancellor

The University Chancellor, Sir Kenneth Calman, had advised that he would be standing down in the summer of 2020. Arrangements were in hand to identify possible candidates for the role, which it was confirmed would include seeking nominations from General Council members, ahead of an election by the General Council.

CRT 2019.5.9 Rectorial Election 2020

At the June Court meeting, Court had approved the rules and nomination process for the Rectorial election 2020, subject to a review of relevant sections to make it as clear as possible that non-inclusive or discriminatory rhetoric or conduct by candidates during the election process was unacceptable. It had also been requested that the declarations section be reviewed to ensure that candidates' acceptance of nomination was absolutely clear about the expectations relating to conduct.

The documents had been reviewed in line with this; they also contained some other changes covering election management and dates. Court approved the documents.

CRT 2019.5.10 Nominations Committee business

Remuneration Committee

Dr Craig Daly left the meeting for this item.

Following Dave Anderson's term on Court ending, there was a vacancy for a staff representative on the Remuneration Committee. Court approved a recommendation from the Nominations Committee that Dr Craig Daly be appointed to the Committee.

Following recommendations by the Nominations Committee, which Court had approved between meetings over the summer, the following reappointments to Court Committees had been made:-

Audit & Risk Committee

Simon Bishop, a co-opted (non-Court) member of the Audit & Risk Committee, had been reappointed for four years to October 2023.

HR Committee

Rob Goward, a co-opted (non-Court) member of the Human Resources Committee, had been reappointed for four years to October 2023.

Estates Committee

Doug Smith, a co-opted (non-Court) member of the Estates Committee, had been reappointed for four years to December 2023.

CRT 2019.5.11 Court Business 2019/20

Court received the Schedule of Court Business for the coming year, together with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for the session.

Court approved the terms of reference of the Organisational Change Governance Group OCGG, which Court was required to review and approve annually. It was agreed that the membership would

be reviewed in terms of staff membership of the group and other committees.

Court noted that the OCGG had met earlier in the day to discuss proposals relating to the Small Animal Hospital, arising from changes in the market for veterinary referrals. The group had asked that the College management provide a further detailed paper in relation to the proposals, including future terms and conditions for affected staff. The details would be provided to the December meeting of Court. A business case would also be provided to the Finance Committee, given the commercial aspects of the operation.

The attendance lists for meetings of Court and its Committees for 2018/19 had been reviewed; there were no issues for action in connection with this.

CRT 2019.5.12 MoU with University of the West Indies

In October 2018, Court had heard that the University had published a comprehensive report into the institution's historical links with slavery. The report had acknowledged that while the University had played a leading role in the abolitionist movement in the 18th and 19th centuries, the institution had also received significant financial support from people whose wealth derived, in part, from slavery.

At the end of July, a Memorandum of Understanding (MoU) had been signed by the University with the University of the West Indies (UWI), as one of a series of recommendations made in the report. Under the MoU, the institutions had agreed to create an academic partnership, including the establishment of the Glasgow-Caribbean Centre for Development Research. The Centre – which it had recently been announced would be co-headed by Professor Bill Cushley (Assistant Vice-Principal International) – would sponsor research work and coordinate academic collaborations with UWI and other universities; it would also help to raise public awareness about the history of slavery and its impact around the world.

The University had committed to raising and spending £20M as part of a programme of reparative justice, over the next 20 years. The University would allocate some resources to the running of the Centre, scholarships, research and public engagement. Glasgow and UWI would work together to attract external funding for mutually agreed projects that would benefit communities in the Caribbean islands and other parts of the world affected by the slave trade.

CRT 2019.5.13 Summary of Convener's Business

Court noted a summary of activities undertaken by the Convener since the last Court meeting. The Convener also highlighted the Green Gown awards being held in Glasgow on 26 November; and advised Court that Glasgow would be hosting COP26 – a major United Nations climate change summit – in 2020. It was noted that the University would be involved in this event. A working group was currently being established by the VP External Relations. The University's activities would include hosting events, showcasing Sustainability activity and highlighting research in the field. Court would be kept updated.

CRT 2019.5.14 Student Services Model – Launch of Reach Out

At the last meeting, Court had been updated on the Student and Staff Service Delivery project being delivered under the World-Changing Glasgow Transformation strategy. Part of the project had involved the introduction of a new Enterprise Service Management System. In September, this new frontline service had been fully launched as Reach Out, across the Gilmorehill, Dumfries and Garscube campuses. Students, staff and visitors could contact the 'Reach Out' teams, search the knowledge base or log a call with the University Helpdesk from the Reach Out webpage.

CRT 2019.5.15 Honorary Degree Nominations

In line with the previously agreed arrangement with Senate to allow members of Court to submit observations on nominations for honorary degrees, the Clerk of Senate Professor Jill Morrison advised Court of the 2020 nominations, on a confidential basis. Members of Court could contact the Clerk of Senate should they have observations to make. Court would be advised when the finalised details could be made public.

CRT 2019.5.16 Head of School Appointments

College of MVLS

School of Life Sciences

Professor Simon Guild had been re-appointed as Head of the School of Life Sciences for four years from 1 October 2019.

School of Veterinary Medicine

Professor Ewan Cameron had been re-appointed as Head of the School of Veterinary Medicine for four years from 1 August 2019.

College of Social Sciences

Adam Smith Business School

Professor John Finch had been re-appointed as Head of the Adam Smith Business School for four years from 1 September 2020.

School of Interdisciplinary Studies

Professor Carol Hill had been re-appointed as Head of the School of Interdisciplinary Studies for two years from 1 August 2020.

School of Social and Political Sciences

Professor Anne Kerr, currently Professor of Sociology at the University of Leeds, had been appointed as the Head of the School of Social and Political Sciences for four years from 1 November 2019.

With regard to the appointments process for Heads of Schools, including recruitment, reappointments and succession planning, it was agreed that consistency of approach across the institution was important. Optimising this would be looked at in discussion between SMG and HR.

CRT/2019/6. Annual Report for the Scottish Funding Council – Institution Review of Quality – Academic Year 2018-19

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for 2018-19. The contents were specified by the SFC. The statement summarised activity undertaken by the University in reviewing its provision for students, including: Periodic Subject Review; annual monitoring, course evaluation and Graduate School review; professional, statutory and regulatory body (PSRB) activity; the University's strategic review of student-related services; and reflective overview, including the University's use of contextual information such as performance data and data from student surveys, both external and internal.

In response to a question about a revised process for Periodic Subject Review, Court heard that the changes related mainly to streamlining the documentation that Schools were required to submit in advance, with a move to making this more concise and reflective. With regard to the Adviser system, which was referred in the context of recommendations relating to student support, the Clerk of Senate explained that the system was being examined to establish what the best method was, with a view to standardisation.

Having noted details of how the University assured the effectiveness of arrangements for maintaining academic standards and quality, Court agreed that the Convener of Court could sign off the required statement of assurance.

CRT/2019/7. Report from the Rector

In the Rector's absence, there was no report.

CRT/2019/8. Reports of Court Committees

CRT/2019/8.1 Finance Committee

CRT/2019/8.1.1 Capital Plan

In the absence of Graeme Bissett, Elspeth Orcharton summarised the Committee's recent business.

The Committee had received a presentation updating members on progress in developing the Capital Plan. The Committee had noted increased costs for Phase 1a and 1b, other capital spend in the existing estate and potential new projects. Phase 1a and 1b current costs were forecast at £667.7m (an increase from £531M at June 2018 and £608M at May 2019). Projects which were in construction largely remained within the planned expenditure, but cost estimates on projects at earlier stages showed significant increases. In addition, a number of new potential projects were under consideration which were not in the current Capital Plan. Further work was therefore required before a revised Capital Plan could be submitted to Court in December. The matters under review included revised costings for existing projects, cost estimates for new projects, updated assessments of small-scale project spend together with maintenance and ICT programmes and revised prioritisation of projects, with a likely deferral of some projects in the current plan and the introduction of new projects.

The Committee had also received a paper outlining a possible framework of financial measurements which could be applied to assess capital programme affordability, agreeing that the paper represented a good basis from which to move forward, with further work to be done reflecting updated views on operating cash generation, the updated Capital Plan proposals and consideration of borrowing capacity. The Director of Finance and Finance Office colleagues were providing ongoing input to this exercise.

In view of the significant increases in the Capital Plan costs, it had been agreed that a gateway review would be undertaken by independent advisors on the methodology used to establish the Capital Plan costs. The scope of the review would be discussed further but it would also include guidance on best practice to the extent not already adopted and an assessment of the level of confidence in the Capital Plan cost assumptions. It was expected that the review would be complete in early December.

CRT/2019/8.1.2 Govan redevelopment/ Clyde Waterfront Innovation campus (CWIC)

The Committee had received an update on high-level plans for the Govan area, incorporating the University's activities at the Queen Elizabeth University Hospital and the proposed Clyde Waterfront Innovation campus (CWIC); the update had set out the wider context of proposed future regeneration of the area. At the end of the Court Strategy Day on 16 September, the Committee had discussed the CWIC funding bid to the Strength in Places Fund, confirming that the project would be subject to normal governance processes and approvals, as Court had heard earlier in the present meeting. The

project would be included in the revised Capital Plan.

CRT/2019/8.1.3 Group Structure

The Committee had noted two new entities which had been added to the Group structure: UOG Commercial Ltd, a wholly owned subsidiary of GU Holdings Ltd, and the European Centre for Advanced Studies Gmbh (ECAS), a new joint venture with Leuphana University, Lüneburg.

CRT/2019/8.1.4 Capital Projects

Court noted an update on capital projects. The Finance Committee had approved three Capex applications at its last meeting: Western/New Build/Adam Smith Business School & PGT Hub (fees application) £2.6M; Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment (fees application) £1.3M; Gilmorehill/Boyd Orr/Refurbishment Works (fees application) £2.59M.

CRT/2019/8.1.5 Financial reports

Court noted an overview of performance as at 31 July 2019.

The report was noted, including the executive summary.

CRT/2019/8.2 Estates Committee

The benefits of the Adam Smith Business School/PGT project had been presented to the Committee, its members recognising that the ASBS/PGT project was a current priority given that it supported PGT growth. The full business case, subject to final agreement of target price, would be considered by Court in December.

The Committee had received an update on the review of the Capital Plan. Challenges of cost increase, new opportunities and project development had been discussed. The balance of expenditure between new build, refurbishment of the existing estates, maintenance and investment in the digital infrastructure had been noted. Estates Committee's views would inform SMG's ongoing consideration of the Capital Plan, with a final version to be considered by Court in December 2019. The chair of the Estates Committee, Ronnie Mercer noted that building costs for the three projects in train so far – the James McCune Smith Learning Hub, the Research Hub and the Institute of Health & Wellbeing – had been more than initially planned, but for good reason; this was also the case for the next major project (ASBS), therefore further future planning would require to fit within the overall resource.

The Committee had approved Capex applications relating to: Western/New Build/Adam Smith Business School & PGT Hub (fees application) £2.6M; Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment (fees application) £1.3M; Gilmorehill/Boyd Orr/Refurbishment Works (fees application) £2.59M.

Ronnie Mercer added that estates maintenance expenditure was behind schedule, and that there was a need to increase the annual budgeted amount, in addition to addressing the backlog. Details would be included in the December 2019 review of the Capital Plan; the likely scale of the financial requirement was in the region of £10M in-year.

It was noted that for reasons of space, c200 administrative staff would be moving to leased premises in Finnieston.

In discussion, it was agreed that the revised Capital Plan should provide contextualisation, including rationales for: any reprioritisation, removals or replacements of projects, and other changes, showing how the decisions had been arrived at. The 'whole footprint' should be set out, with reasoning. This

would include, for example, the benefits for the PGT community arising from the ASBS project.

It was requested that if it was proposed that some projects did not go ahead, the associated impact on service provision should be considered, addressed and followed through.

It was suggested that the December pre-Court briefing might cover the Capital Plan review.

The report was noted.

CRT/2019/8.3 Audit & Risk Committee

Ahead of its recent formal meeting, the Committee had met with the internal auditors as part of good governance practice. The discussions had included the auditors' performance and related KPIs. At its formal meeting, the Committee had received a briefing about revisions and refinements to the risk management process and the reformatted Risk Register, which it had been noted was undergoing further review. The Committee had welcomed the changes made. It had agreed that the revised Risk Register would be included in Court papers for February 2020, when the review was fully complete. The Committee had noted minor updates to the risk management policy.

The Committee had received internal audit reports on: League Table Optimisation; REF Preparedness; Admissions; and the IT Investment Plan. Heather Cousins noted that the Low overall risk rating for the REF review was a positive outcome ahead of the REF.

The Committee had also received an updated 2019/20 internal audit plan; and a report outlining Value for Money considerations and how these were addressed at the University. The Committee had noted the annually-provided reports on corporate structure and on compliance with the Concordat to Support Research Integrity. In response to a question about ways in which funders and lobby groups had increased their scrutiny of the way in which HEIs created a positive research culture, Court noted that one outcome had been an increase in funding being linked to equality issues; the University performed well against such metrics.

The report was noted.

CRT/2019/8.4 HR Committee

June Milligan advised that she had updated the Committee following the Court Strategy Day, in particular on the summary of staff feedback from the new strategic plan consultation. The Committee would be considering this matter further at its next meeting.

The Committee had received an update on the World-Changing Glasgow Transformation portfolio, with a focus on the Professional Services Review. The importance of ensuring that the benefits of the WCGT projects were captured and understood had been discussed. The Committee had also received an update on strategic recruitment and talent acquisition. The Committee had noted the continued high volume of recruitment activity linked to continued growth.

The Committee had also noted significant progress in HR Recruitment Review, which was working towards going live in December with new processes, system and support for recruiting managers. Plans for improvements to recruitment metrics were welcomed by the Committee.

The Committee had received an update from the Executive Director of Human Resources on headline items including the latest position on USS Pension Developments; a progress update on the 2019-20 Pay Negotiations and the potential for industrial action; a reflection on the recent National Student Survey results; and an update on strategic HR planning activity. The Committee had also noted updates on the current PDR cycle, ongoing employee relations matters and continued activity to promote SMG visibility, aligned to earlier staff survey outcomes.

The report was noted.

CRT/2019/8.5 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular relating to: agreement not to proceed with the proposed Criminal Convictions Policy for Students; a Student Mental Health update; an update from the Residential Strategy Working Group; discussion on environmental sustainability, where the possibility of embedding this area more into the SEC's work would be explored; and information on the University's application for the Carer's Trust award.

Court approved the membership and remit of SEC for session 2019-20; the membership included a revision to add the SRC VP Education. A suggestion was made that the remit specifically refer to all students both UG and PG. It was agreed that to give lay Court members more opportunity to be involved in student-related matters, the lay membership of the Committee would rotate every 2 years rather than at the end of members' terms on Court. It was noted that Court members were also welcome to observe at Committees.

The report was noted.

CRT/2019/8.6 Health Safety & Wellbeing Committee

The Committee had received: an update on meetings with onsite contractors; and had covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates and Employee counselling. The Committee had been updated on business continuity exercises being undertaken in the Colleges.

In relation to the Bute Hall, where proposals on how safely to remove asbestos from the roof were under discussion, the University Secretary would check on any Building Warrant implications, agreeing that Court would be sighted on any requirements for additional works to be undertaken.

The report was noted.

CRT/2019/9. Any Other Business

No other business had been advised. The Convener recorded best wishes to the University and management for the coming year, her thanks to new members of Court, and her observation that this was a pivotal year particularly with the capital plan and in the context of Brexit; and looked forward to working with colleagues.

CRT/2019/10. Date of Next Meeting

The next meeting of Court will be held on Wednesday 11 December 2019 at 2pm in the Senate Room.