

WEB COPY

Court

Minute of Meeting held on Tuesday 18 June 2019 in Room 250, Main Building

Present:

Cllr Susan Aitken Glasgow City Council Assessor, Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Professor Kirsteen McCue Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Lauren McDougall SRC President, Mr Gavin Stewart Co-opted Member, Dr Ken Sutherland Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

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), Professor Miles Padgett (Vice-Principal Research) (to item 53)

Observing:

Mr Scott Kirby SRC President-elect; Ms Louise Ireland

Apologies:

Members: Mr Aamer Anwar Rector, Dr Simon Kennedy Senate Assessor

CRT/2018/48 Announcements

Mr Scott Kirby, SRC President-elect, and Ms Louise Ireland were welcomed as observers.

There were the following declarations 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; the Convener for an item under the University Secretary's report, relating to the Convener's appointment; and Ronnie Mercer and June Milligan for an item under the University Secretary's Report, relating to their re-appointments.

Dave Anderson, Margaret Anne McParland, Lindsay Farmer, Nick Hill, Lauren McDougall and Elliot Napier were attending their final meeting of Court. Court thanked them for all their contributions to Court business and wished them well.

It was recorded that the Senior Vice-Principal and Deputy Vice-Chancellor, Professor Neal Juster, had briefed Court at the pre-lunch session, covering the review of the capital plan, including its links to the current and new University strategic plans. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2018/49. Minutes of the meetings held on Wednesday 10 April 2019

The minutes were approved.

CRT/2018/50. Matters Arising

There were no matters arising.

CRT/2018/51. KPIs; Budget 19/20 and Financial Forecasts; Capital Plan minor projects

Court received a paper outlining the performance of the University over the past year with respect to the KPIs contained in the strategic plan and the impact on the University's position in global and domestic league tables. The paper also outlined the priorities for investment to ensure KPIs continued to move in a positive direction and the allocation of resources to achieve the University's priorities. The paper provided a review of the minor projects capital spend for 2019-20 and 2020-2021. It also included an update on the progress of the six projects in the World Changing Glasgow Transformation Programme. Outcomes were combined into an annual budget for 2019-20 and a forecast of spend to 2021-22.

Professor Juster referred to the positioning presentation on the review of the capital plan, that he had made before of the Court meeting; this was ahead of the fuller review of the capital plan being provided to Court.

The budget showed that income would continue to increase year on year over the forecast period. This income growth was possible because a series of considered investment decisions had enabled the University to continue to enhance its performance and grow its reputation. June 2019 marked the fourth anniversary of the launch of *Inspiring People – Changing the World*, the University's strategic plan for the period 2015-20. The strategy provided a route map for guiding the actions and investments that need to be made to ensure Glasgow continued to build on its position as a world-class, world-changing university.

The investment priorities over the next few years remain broadly unchanged from 2018. They included: developing underlying student infrastructure; improving the student experience; developing new student markets; building towards REF 2020; innovation and corporate engagement; and infrastructure. The refreshment of the capital plan was being undertaken in light of potential opportunities, including the Glasgow Riverfront Innovation District and the chance to reflect on the future balance of infrastructure. The outcome of the review would be reported to Court by the end of 2019. Investment priorities also included the Transformation programme: the development of the estate would be transformative for the University and a transformation team had been established under the direction of the Chief Transformation Officer. Court would receive a more detailed update on the programme in the autumn.

The paper contained a summary of the University's annual performance against the primary and secondary KPIs previously approved by Court. Details of positive trends in league tables, both global and domestic, were also provided and were noted.

The current strategic plan had set a cash generation KPI target of £24.5m/year. The capital plan presented to Court in December 2017 had altered this forecast slightly to take account of borrowing and expenditure under the plan. The revised targets and the forecast cash generation in the budget were provided, together with details of the global assumptions underpinning the budget forecasts to 2022-23. Details were noted in relation to significant investments that had helped create new activities and/or enhance areas of excellence.

With regard to cashflow, at the end of 2022/23 the closing budget cash position was expected to be £6.8m lower than forecast in 2018. This was driven by improved operational cash flow in 2018/19 due primarily to increased PGT tuition fee income and lower than budgeted salaries, offset by increased pension costs in outer years; an increase in the capital grants forecast in the current year and following year; and increased capital spend during the period to reflect the forecast increase in campus redevelopment costs for Phase 1a and b (total cost forecast of £608m) along with a re-profiling of spend.

Court received details of risks relating to financial sustainability. SMG kept major risks under continual review, with mitigating actions discussed at monthly SMG meetings. There were also a number of challenges that SMG was continuing to consider with respect to financial sustainability and enhancement in performance and reputation; Court noted the main areas in this regard.

With regard to minor projects in the capital plan, in December 2016 Court had agreed in principle to an annual spend of £15m in this area, to support investment in the existing estate and to enable the University to take up new opportunities. The plan was designed to be dynamic and to change as new opportunities arose. Court received details of minor projects completed or to be completed in the current year and the proposed spend on the minor projects for 2019-20 and 2020-21.

Details were provided about projects within the main capital plan, that had already commenced and that would continue into 2019-20, and in some cases beyond; and about projects to support income growth, that would begin 2019-20 or progress through the design phase in that year. Some projects would be deferred to 2020-21; details were also provided.

In response to a question about savings achieved or anticipated from the Transformation programme, Court heard that a business case going to the Programme Board in the summer would provide details of savings; it was also important to note that the programme was embedding change capacity and agility into the University. There were some concerns expressed about the proportion of academic staff in the programme's network being significantly lower than that of professional staff; it was noted that this area required further work and would be addressed. In response to a question about whether the HR Recruitment review would include steps to improve the speed of processes, it was confirmed that this would be the case.

Court approved: the Budget for 2019/20; the four-year forecast 2018/19 to 2021/22, which would be submitted to the SFC; and the minor projects capital plan for 2019/20 (£14.977M) and forecast spend to 2020-21 (£11.203M). Court thanked those involved in their preparation.

CRT/2018/52. Report from the Principal

CRT/2018/52.1 Higher Education Developments

Scotland Higher Education Budget for 2019-20

At the previous meeting, Court had received details of the indicative funding allocation from the SFC. In mid-May, the final allocations for Scottish HE had been issued. For Glasgow, the sums had been as expected, with the following headlines: funding had increased from the previous year, with an overall increase of 0.8% for Teaching, Research and Innovation; the Teaching Grant had decreased by 0.1%, driven by a reduction in the Main Teaching Grant; the REG was slightly higher, showing an increase of 1.8%; and PGR funding had increased by 5%, driven by increased PGR student numbers.

Brexit

The sector continued to lobby the government in the context of a very fluid picture. The Universities and Science minister had recently set out plans for the UK to continue to be a major player in

international research, as Brexit negotiations continued. The government intended to explore potential association with Horizon Europe, the European Union's next research and innovation programme, and with the Euratom research and training programme. It also planned to strengthen ties with Africa and build new bilateral partnerships with support from the UK's embassies. At the same time, the minister had commissioned a review of international collaborative funding. The Russell Group had already engaged with the review.

Meanwhile, Scotland's Science and Higher Education minister had recently warned that Brexit could harm Scotland's research community more than the rest of the UK. Scotland also received hundreds of millions of euros from European Structural and Investment Funds, which supported infrastructure and R&D projects. There remained a lack of clarity about the extent to which the UK government would replace structural funds post-Brexit.

Post-18 Funding Review in England

The Augar review had been published on 30 May 2019. Although the review had only included coverage of tuition fees in England's universities, the UK Government's response to it would have very significant implications for Scotland's universities, given that almost 22,000 students from the rest of the UK currently chose to study in Scotland at undergraduate level. A change to the maximum fee in England would potentially reduce fee income to Scotland's Universities by around £31m. However, if the fee reduction were matched with compensatory top-up funding from the UK Government, as recommended by Augar, this would see a significant increase in Barnett allocations to the Scottish Government. The Scottish Government, Universities Scotland, the sector and SFC were in contact with regard to the matter and there would be continuing campaigning on the issue.

The review had also highlighted some positive ideas around lifelong learning, and on opportunities for people to access Higher Education mid-career for up-skilling/re-skilling.

CRT/2018/52.2 Universities Superannuation Scheme USS/Pensions update

In April, Court had received a summary of the potential scenarios for employer and employee contributions, depending on the outcome of the 2018 USS valuation. Court had also been advised that the University was continuing to take a cautious approach to budgeting, assuming that the upper bookend (without contingent contributions) might apply after the 2018 valuation. This was also the assumption applied in the future cash flow projections.

The USS Trustee had now responded to the proposals put forward by the Joint Expert Panel set up by employers and the UCU in 2018. Further details had been provided in the Secretary's Report.

The current consultation with USS employers had ended on 30 May 2019. Further details were expected to be received from the USS Trustee on any conditions that needed to be met in order to reach a valuation outcome. USS employers would then be consulted again in June. The Joint Expert Panel, as part of its Phase 2 update, had reassured stakeholders that the Panel was on track to publish its second report in September 2019.

CRT/2018/52.3 University Rankings

The Complete University Guide 2020 rankings had been published in May. The University had risen six places to 18th. The main table was based on ten measures: entry standards; student satisfaction; research quality; research intensity; graduate prospects; student-staff ratio; spending on academic services; spending on student facilities; good Honours degrees; and completion.

The Guardian University League Tables had been published in June. The University had risen 10 places to 14th. It remained second in Scotland and had risen from 15th to 8th in the Russell Group.

CRT/2018/52.4 Senior Management Group changes

Professor Frank Coton's role was now VP (Academic Planning and Innovation). A new role for Vice-Principal (Learning and Teaching) had been advertised.

Professor Muffy Calder had been re-appointed VP and Head of College Science & Engineering for a further 5 years from 1 January 2020.

Interviews for the role of VP/Head of the College of Social Sciences had been held recently. The Principal's thanks to the panel were recorded. Details of the outcome would be circulated shortly. The process for Heads of College appointments included consultation with College Management Groups. It was agreed that the possible formalisation of processes to be followed by Heads of Schools, with regard to such appointments, would be discussed through HR and with the HRC, and with Heads of Schools.

CRT 2018/52.5 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/2018/53. Annual Report on Research and KPIs

Professor Miles Padgett, Vice Principal Research, briefed Court on progress against the institutional research KPIs and the activities being conducted across the University to strengthen the quality of research, particularly research outputs, to enhance performance in the next REF exercise.

Between 2015 and 2020 there had been and would be a series of panel-based external reviews of research quality, including a review for each of the REF2014 Units of Assessment (33 disciplines) in relation to outputs, impact case studies and environmental statements. The Lord Kelvin Adam Smith schemes were attracting talent through prestigious Professorial, Fellowship, Readership and PGR Student recruitment. Court heard details of the governance structure for REF2021.

The institutional KPIs for research were noted, including the positive trends relating to these. Court also noted some key highlights including the University's 8th place in the Russell Group for European Research Council awards/FTE in the period 2014–18 and the renewal of Quantum Imaging Hub, one of only four UK Quantum Technology Hubs.

The University was nurturing talent through initiatives beyond the established staff-development programmes, in particular the Glasgow Crucible, a leadership and development programme for early career researchers which had welcomed cohorts from 2015 to 2018 and had now had 118 participants.

The sectoral context for research was noted, including UK Research & Innovation (UKRI) having been formed in April 2018 as a body to work in partnership with universities, research organisations, businesses, charities, and government to create the best possible environment for research and innovation to flourish. UKRI operated across the whole of the UK with a combined budget of more than £7 billion and brought together the seven Research Councils, Innovate UK and Research England. The UK government had made a commitment to increase R&D expenditure to 2.4% GDP by 2027. The UK "value-for-money" agenda was an important consideration in research funding. There was a move away from responsive funding to large, applied, challenge-led initiatives which needed proactive engagement on the part of the HE sector. There would be increased importance attached to impact, collaboration and critical mass. These areas, and development of an optimal research culture (with factors to include promotion criteria; collegiality; open research and responsible

metrics) within the University would form the pillars of the University's next research strategy. The University's Research Beacons and ongoing development of the estate including the Research Hub were going to be key mechanisms to achieve critical mass. The strategy would promote a positive research culture in which colleagues were recognised and valued for their varied contributions to research activity in a collaborative way. The culture would be underpinned by support from the University, including specialist career tracks and recording of authorship contribution; an openness agenda including wide sharing of research; and responsible use of indicators in assessing research performance.

Court noted that academic promotion criteria had been refined for the coming year to require evidence of collegiality. Court also noted details of the Research Culture Awards 2019.

With Brexit, there was a potential loss of funds and collaboration; the sector's efforts to counteract this had been referred to earlier in the meeting. In response to a question about funding from outside the EU, Court noted that there were some 'world' funders, and that these were considered, but there were judgments to be made about the level of resource required to pursue such funding and on occasion also considerations about the ethics of accepting funding from some sources.

In discussion, it was agreed that data on gender balance in areas including the LKAS, senior research leadership and panel reviewers would be collated for Court members. With regard to expenditure on areas outlined in the briefing and in particular how this was allocated to Colleges, Court heard that the LKAS budget was allocated broadly in line with the proportion of academic staff returned to REF2014; financial support offered to LKAS fellows was split between research areas identified by the Colleges and early career researchers in general who were making applications to external bodies. With regard to any gender disparities connected particularly to research, it was noted that a gender impact analysis had been undertaken in relation to promotion criteria; no gender bias had been identified in promotions. It was suggested that the analysis might be widened to look at pre-application stages; the chair of the HR Committee agreed that more granularity such as this would be welcomed.

Court thanked Professor Padgett for the briefing.

CRT/2018/54. Report from the University Secretary

CRT 2018/54.1 Convener Appointment

The Convener of Court was absent for this item. Graeme Bissett, the Vice-Convener of Court, chaired the Court meeting for it.

Ms Elizabeth Passey had been appointed as Convener of Court for 4 years from 1 August 2016, with the possibility of reappointment for a further 4 years. A paper with a recommendation from the Nominations Committee in connection with this had been provided to Court members.

Court unanimously approved the reappointment.

CRT 2018/54.2 Brexit

The University was continuing to keep the situation under review, with support to staff and students who were EU nationals and also to students and colleagues who had study or research/teaching relationships with the other EU states. The University website <https://www.gla.ac.uk/explore/euinformation/> continued to provide updates.

CRT 2018/54.3 USS

Staff had recently been contacted with details of the USS Trustee's response to the proposals put

forward by the Joint Expert Panel set up by employers and the UCU in 2018. The options regarding contributions had been summarised for staff, and other related advice and information provided to them; the details were noted by Court.

Court would be kept updated.

CRT 2018/54.4 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

At the December 2018 meeting, Court had approved draft Ordinances relating to the composition of Court and Senate (Senatus Academicus). The bodies' compositions required to be amended to align with the requirements of the HE Governance (Scotland) Act 2016. The drafts had received some technical drafting input from the Scottish Government in March 2019, with Court members advised of the details by email and provided with updated drafts. Following this, a two month consultation had taken place, with a deadline towards the end of May.

A minor correction to s 1(g) of Ordinance 209 had recently been made to reflect the correct sections of the HE Governance (Scotland) Act (10 and 11, rather than 10 and 12).

There had been one item of consultation feedback received on the drafts, the main aspect of which had related to suggestions about commitment to diversity and more Court members being drawn from community and minority organisations; a response had been provided advising that these areas were covered by the HE Code and by standing orders/recruitment processes. There had also been two factual matters clarified relating to the requirement for the General Council to be consulted as part of the Ordinance process and to a lay majority being required on Court under the Code.

The Ordinances were approved by Court, for submission to the Privy Council.

The election for a non-academic staff representative on Court would take place in anticipation of a start date of 1 August, but candidates would be advised that the start date was dependent on the grant of the Ordinance relating to Court composition. The same principle would apply to the start date for the two trade union nominees.

Court approved a short-term extension of term for employee representatives Dave Anderson and Margaret Anne McParland, if the Ordinance was not approved by 1 August.

CRT 2018/54.5 Nominations Committee Business

Chancellor's Assessor and Co-opted member

Ronnie Mercer and June Milligan were absent for this item where it concerned their own appointment.

Ronnie Mercer's and June Milligan's terms on Court would end on 31 October.

The Chancellor had been pleased to re-nominate Ronnie Mercer as Chancellor's Assessor. The Nominations Committee was fully supportive. Court endorsed Ronnie Mercer's reappointment to the role, noting that discussions would be held with a new Chancellor when s/he was appointed, the current Chancellor having very recently announced his retirement.

Court approved a recommendation from the Nominations Committee that June Milligan be reappointed for a further 4 years from 1 November 2019.

Mr Mercer and Dr Milligan would also continue as (respectively) the chairs of the Estates Committee and HR/Remuneration Committees. Mr Mercer would also continue as a member of the Remuneration Committee and Nominations Committee.

Information Planning & Strategy Committee

Since the last meeting, Dr Ken Sutherland had been appointed to the IPSC, from 2 May 2019 until the end of his term on Court (31 December 2021).

CRT 2018/54.6 Rectorial Election 2020

The election, which was run via the Senate, took place every 3 years. The associated documents had recently been updated ahead of the 2020 election. Court approved the rules and nomination process 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 was noted that while the principles of free speech existed, all candidates had to operate within the boundaries of the law, which included provisions about these areas. The declarations section of the paperwork would also be reviewed to ensure that candidates' acceptance of their nomination was absolutely clear about the expectations relating to conduct. Once the postholder was elected, the Rector's position, like all Court positions, was covered by the Standing Orders, Code of Good HE Governance and other regulatory requirements applying to Court as a governing board and board of a charity; these areas were overseen by the Court and University, with the SRC and student body liaising with the Rector on the separate matter of representation of the electorate.

Court would as usual receive a reminder about its Standing Orders in the autumn, together with other governance-related documentation and requests for updates connected to good governance practice.

The paperwork relating to the Rectorial election would be revised as discussed and included in the papers for the October meeting of Court.

CRT 2018/54.7 Arrangements for SRC and Union nominees on Court

Under the terms of the Higher Education Governance (Scotland) Act 2016 Court was required to make rules covering the nominations processes for the two trade union members and two student members on Court.

Documents had been discussed with and agreed on behalf of the Joint Union Liaison Committee, which would nominate the trade union members, and the SRC. Court approved the documents.

CRT 2018/54.8 Annual Court Self-Assessment

A questionnaire for Court self-assessment/feedback on performance had been circulated after the February meeting. A summary of themes arising from the feedback and recommendations for action, which the Court Governance Working Group had considered, were now received. The recommendations were approved. It was agreed that an additional 15 minutes would be factored into the Court day to allow for a longer lunchbreak, giving Court members greater opportunity to interact more informally. The recommendations would be taken forward by the Court Office in discussion with the Convener where applicable.

CRT 2018/54.9 Sustainability Working Group and Climate Change

At the last meeting Court had received details of the work of the Sustainability Working Group, including the Climate Change Adaptation Plan 2018-2028, and had been informed about the University's commitment to working with partners in the Climate Ready Clyde initiative, to create a shared vision, strategy and action plan for an adapting Glasgow City Region.

Since the last meeting, the University had added its voice to those of other organisations in the UK and around the world in declaring a climate emergency. The Sustainability Working Group was currently preparing an action plan to follow up this declaration. A briefing on the ongoing work of the

group would be given to Court in the autumn.

The University had also supported the actions defined in a recent statement by the Environmental Association of Universities & Colleges (EAUC) and would take steps to implement these. The SRC had supported the decision to declare a climate emergency and would be involved in implementing actions defined by the EAUC.

With regard to disinvestment in the energy sector, the Investment Advisory Committee had already confirmed that the University was on track to achieve its interim 2019 target of under 6.4% of funds invested in fossil fuel companies. Court would receive a further report from the IAC later in 2019.

CRT 2018/54.10 Media Report

Court noted a digest of recent media coverage and summary details of social media interaction with the University. Court's thanks to the Communications team were recorded.

CRT 2018/54.11 Summary of Convener's Business

A summary of activities undertaken by the Convener since the last meeting was noted.

CRT 2018/54.12 Resolutions relating to Degree Regulations

In February, a large number of draft Resolutions relating to degree regulations had been approved by the University Secretary on Court's behalf. The text of the regulations had already had the benefit of Senate Office and General Council input. A formal consultation had ensued, with no comments received during the consultation period. On Court's behalf the University Secretary had now given final approval to the documents.

CRT/2018/55. Report from the Rector

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

CRT/2018/56. Reports of Court Committees

CRT/2018/56.1 Finance Committee

CRT/2018/56.1.1 University Budget and Capital Plan

The University budget 2019-20 and financial forecasts had been considered by the Committee and recommended to Court. Approval of the items had been given by Court earlier in the meeting under item CRT/2018/51.

The chair of the Finance Committee, Graeme Bissett, added that in the context of the significant numbers and interlocking elements associated with the budget, including the capital programme, the Finance Committee had looked at processes in place to ensure these areas were being properly managed by SMG, including the options being examined, cross referencing to the strategic plan and accounting for variables. The Committee had been content that these processes were robust.

Mr Bissett advised Court that members of the Committee had also received a presentation on the current position with regard to the capital plan; and a report on the long term cash flow. With regard to the former, the Finance Committee had noted that elements were coming together to assist the decision making process on the review of the capital plan and its overall affordability; these included looking at

the wider landscape, possible scenarios and different potential levels of capital expenditure, and the purpose of individual capital projects including the asset/revenue mix, while also considering cash generation in order to pay for the capital plan. The challenge for the Finance Committee, working with the senior management, was to develop a framework that included variables; there was not a single answer but it was important to undertake the exercise with the utmost rigour. The framework would come to Court for consideration; it was work in progress but would evolve and provide Court with the comfort that it required.

The Principal recorded the management's thanks to the Finance Committee and particularly the lay members for their input and the value that they added. Court's thanks to the Committee were also recorded.

CRT/2018/56.1.2 Capital Projects

Court noted an update on capital projects. The Finance Committee had approved 6 capex applications at its last meeting: New Build Adam Smith Business School - additional funding for fees £611k; Tay House Level 1 Fit Out £1.2M; Gilmorehill / James Watt / JWNC Silicon Etch Tool £830k; Gilmorehill / SAWB / Levels 1 & 3 Reconfiguration £776k; Gilmorehill / James Watt / JWNC Semiconductor Etch Tool £622k; and Purchase of Irradiation Platform (SARRP) £200k.

CRT/2018/56.1.3 Financial reports

Court noted an overview of performance as at 30 April 2019.

The report was noted, including the executive summary.

CRT/2018/56.2 Estates Committee

The Committee had approved Capex applications relating to: new-build Adam Smith Business School for additional funding for fees £611k; James McCune Smith Fire Suppression Installation £4.32M; SAWB/Level 1 & 3 Reconfiguration £776k; Tay House Level 1 East Wing Fit Out £1.2M; Equipment JWNC Semiconductor Etch Tool £622k; Equipment JWNC Silicon Etch Tool £830k; and Equipment Purchase of SARRP Irradiation Platform £549k (with funding from grants and external sources).

Members had received a presentation and had discussed the capital plan review, with Committee members giving support for continuation of the review prior to the next meeting.

The chair of the Estates Committee, Ronnie Mercer, added that the Committee was continuing to require assurances in relation to current capital projects remaining within budget. The Adam Smith Business School was being brought forward as a priority project, about which Court would receive further details through a briefing at the strategy day in September. Mr Mercer highlighted the revenue budget of £15.7M, which had been fixed for five years. There was currently a substantial backlog of maintenance works; a detailed report on this had been requested for the Committee. It was requested that the University risk register be reviewed with regard to this area, in the context of the section on reputational matters, Court noting a comment that the issue was very important in the context of the student experience; and that consideration be given to including a section on environmental matters in the register.

The report was noted.

CRT/2018/56.3 Audit & Risk Committee

At its recent meeting the Committee had: noted a review of the Admissions process was to be undertaken; received internal audit reports on: Transparent Approach to Costing (TRAC); the donations process; secure migration of IT services to the Cloud; and sub-leasing arrangements. The

Committee had received an update on a whistleblowing case. The chair of the Committee, Heather Cousins, advised Court that the Committee had since agreed that the case could now be closed.

The Committee had also: agreed the 2019/20 internal audit plan; approved an update to the Risk Management policy; and received the updated University risk register. Ms Cousins noted that the Committee had welcomed the new format and updated content of the register. Given that there were ongoing SMG updates to the register, it would come to Court for discussion in October rather than to the present meeting.

The Committee had also approved the proposed external audit approach for the financial year to 31 July 2019.

The Committee had discussed its annual self-assessment; the outcomes had been broadly satisfactory with one item being followed up with University management, relating to an assessment of value for money considerations, to include assurances about, and demonstration of, how this area was addressed by the University.

The report was noted.

CRT/2018/56.4 HR Committee

The HR Committee had received a briefing on the Staff Student Service Design (S3D) Programme and an update on the Facilities Service Review. The Director of HR had provided a strategic update which had included briefings on: USS pension developments; national pay negotiations 2019-20; Brexit; the Technician Commitment; strategic talent and acquisition; and Equality and Diversity. There had been a presentation on HR systems developments and the latest HR analytics.

HR Committee had received the minute of a recent JCCN meeting; the minute was noted by Court.

The chair of the Committee, June Milligan, highlighted two areas of focus for the Committee at its last meeting that related to significant enablers for the University, both future focused. These related to: new technology allowing for new and different forms of service for students in the James McCune Smith Learning & Teaching Hub (S3D programme); and the Facilities Service Review, which would identify different ways of working and of approaching roles, with an emphasis on staff and student experience.

The report was noted.

CRT/2018/56.5 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular relating to: developments in understanding the BAME student experience; services for student support and wellbeing, and the development of a Student Wellbeing Framework; and student intake numbers.

The co-chair of the Committee, Lauren McDougall, highlighted the successful SEC awayday that had been held jointly with the Learning & Teaching Committee. Recommendations arising from it would be taken forward in the coming year. Court would be kept informed.

The report was noted.

CRT/2018/56.6 Remuneration Committee

The Committee had discussed: current operating principles; P&DR and recognising contribution outcomes from 2017/18; the current landscape relating to Vice-Chancellor remuneration; SMG expenses; and Voluntary Severance and Salary Augmentation approvals since the last meeting.

Ahead of the Committee's work in the autumn, Court agreed additions to the Committee's operating principles; these had been included to reflect recent broader conversations in the sector and discussions regarding the depth and breadth of the potential talent base. The principles would now also include the following:

To draw on and be informed by good practice from across and outwith the sector.

To take account of national HE pay settlements.

To take account of internal talent management and succession planning considerations and the wider issues of recruitment and retention at a senior level.

CRT/2018/56.7 Health, Safety and Wellbeing Committee

The Committee had received an update on meetings with onsite contractors. The Committee had covered its usual range of business in reviewing standard reports on Occupational Health activities, audit updates, accident reporting and employee counselling. The Committee had discussed a paper relating to lessons learned from an incident involving a parcel bomb received at the University. The Committee had also reflected on the fire at Notre Dame cathedral, noting that Estates had good systems in place for fire emergencies.

The Committee had received a summary of a recent emergency planning exercise. The chair of the Committee, David Duncan, thanked those who had been involved in the exercise.

The Committee had heard that the HSE were seeking input from HEIs aimed at benchmarking a management standard approach to managing stress at work. The Director of Health, Safety & Wellbeing would be co-ordinating a response.

The report was noted.

CRT/2018/57. Communications from Meeting of Council of Senate 6 June 2019

Professor Neal Juster (Senior Vice-Principal and Deputy Vice Chancellor) had provided the Council of Senate with a summary of the 2019-20 Draft Budget and four-year financial forecast. The University Secretary had updated the Council on the work of the Mental Health Group and the actions that had been taken since the introduction of the Mental Health Action Plan in 2017. The Council of Senate had received a report from the Student Experience Committee (SEC) meeting held in May. The Council of Senate had approved the University's REF2021 Code of Practice.

The Council of Senate had also received updates on the Scottish Higher Education Budget for 2019-20, USS, funding for EU students and the progress of Ordinances relating to the composition of Senate and Court.

The Council of Senate had also noted communications from the Court meeting held in April 2019.

Professor Jill Morrison, Clerk of Senate, advised that a comment received during the consultation period on the Ordinances, which related to diversity matters and which had also been referred to earlier in the meeting, had been addressed through providing assurances about reflecting equality and diversity through recruitment processes to Senate. With regard to transitional arrangements if the Ordinance on the composition of Senate was not approved by 1 August, the Council of Senate would be retained if required and dissolved once the Ordinance was granted. The terms of reference for the bodies were very similar and existing Council of Senate members would continue on the 'new' Senate for the remainder of their term. Professor Morrison thanked past and current members for their work.

The communications from the Council of Senate were noted.

CRT/2018/58. Any Other Business

No other business had been advised. The Convener referred to a recent advertisement for non-executive board members of the SFC; details would be provided to Court members.

CRT/2018/59. Date of Next Meeting

The next meeting of Court will be held on Wednesday 9 October 2019 at 1.45pm in the Senate Room. The Court Strategy Day is Monday 16 September.