University of Strathclyde
COURT

Minutes: 7 May 2010

Present: Dr J F Livingston (Convener of Court), Principal, Vice-Principal Professor K Miller, Mr R Crawford, Dr J Fergus, Dr D Grierson, Dr P Hughes, Professor R Kalin, Mr T Monaghan, Ms M McGarry, Dr J McInnes, Mr L McMonagle, Professor M Poustie, Dr C Prior, Mr N Sturrock, Dr S Tagg, Ms L Whiteford, Mr M Wishart.

Attending: The Chancellor, Mr H Hall (Chief Operating Officer), Mr D Coyle (Chief Financial Officer), Professor A Ferguson (Deputy Principal), Mrs A Hughes (Deputy Principal), Professor D Gani (Deputy Principal), Professor P Winn (Deputy Principal), Professor J Love (Special Adviser), Professor S Hart (Dean of Business), Professor I Hunter (Dean of Science), Dr J Mills (Vice-Dean of Law, Arts & Social Sciences), Mr B Green (Vice-Dean of Education), Professor S MacGregor (Dean of Engineering), Ms J Whitley (Director of Corporate Services), Mr G Roddick (Director of Estates Services), Ms S Heidinger (Director of Human Resources), Mr T Collins (Director of Marketing and Development Services), Dr D McBeth (Director of Research and Knowledge Exchange Services), Dr V O’Halloran (Director of Student Experience and Enhancement Services), Dr S Brough (Director of Information Services), Dr C Schaschke (Convener of the Statutory Advisory Committee of Safety and Occupational Health), Ms K MacLeod (Assistant Director of Finance), Mr M Rayner (Governance and Policy Manager).

Apologies: R Cleland, Mr D Dunbar, Mr D Gray, Councillor J Findlay, Mr R Hunter, Dr C Tedford, Mr P Whyte, Dr G Wilson, Mrs G McArthur (Governance and Policy Manager).

CM 4416 WELCOME

The Convener welcomed the Chancellor, Lord Hope, to the meeting. He also welcomed Mr H Hall, Ms V O’Halloran, and Mr T Collins to their first meeting since taking up their respective posts in the University; and Dr S Brough, Dr C Schaschke, Dr D McBeth and Ms K MacLeod, who were attending by special invitation for particular items on the agenda.

OPEN BUSINESS

CM 4421 MINUTES

The minutes of the meeting held on 23 February 2010, and the additional meeting held on 31 March 2010, were approved.

CM 4422 PRINCIPAL’S REPORT

Court noted a report from the Principal which included the following information:

- **Professor Tony McGrew**, currently Head of the School of Social Sciences at Southampton University, had been appointed as the new Dean of Humanities and Social Sciences (HASS). He will join the University on 1 October 2010, but will be available prior to this time to engage in relevant issues relating to the formation of the new Faculty.
- The Merger Implementation Group had now completed its business and established a transitional leadership group to initiate the new Faculty and senior appointments from 1 August. The new six school structure has been agreed and specific course issues were now being addressed.
- The University was seeking to appoint 5 new posts in HASS, mainly at Professoral level, in the areas of Law, English, History, Government and Sports/Health Science.
The strategic reshaping of the Professional Services directorates is approaching completion. The key next stage would be to embed and make operational the “one Strathclyde” approach to delivery and performance improvements.

The Transition Team was nearing completion of its initial work, and would now focus on a high level view of interdependencies across change management projects and developing further leadership capacity and communications.

There had been several helpful meetings with the Cabinet Secretary for Education and Lifelong Learning, during which Strathclyde’s strategic realignment had been noted and its emerging focus supported.

There were indications that public funding would suffer a more significant squeeze than had initially been thought, with the possibility of a 20% reduction over the next four to five years.

A presentation had been made to the Funding Council’s Investment Board regarding Knowledge Exchange funding in relation to the Technology Innovation Centre project (see CM 4415 below)

The University was preparing for a visit of the Donaldson Initial Teacher Education (ITE) Review Team on 10 – 11 May 2010.

The Faculty Leadership Team has agreed the establishment of a regular communications & strategic forum for the Principal and the Deans (with other Senior Officers involved as appropriate).

The Financial Modelling Group has carried out analysis to identify initial data that will inform the University’s approach to the setting of the 2010/11 Budget. The approach would now be discussed with the Advisory Group on Finance.

The University’s Emergency Management Team (EMT) had been convened to monitor impacts and mitigate the effects of two major events: volcanic ash over UK and European air space and resultant air travel disruption; and a serious incident at the University Library. The Chief Operating Officer and the members of the EMT were commended for their effective handling of the University’s response to these situations.

A student protest at the plan to close the BA in Applied Music, in the form of a music ensemble playing in the Rottenrow Gardens, was underway. It was noted that discussions were underway with potential external partners to arrange provision of a suitable masters level programme in music. It was hoped to present a plan on the development to Senate in the near future, which would then be presented to Court for approval.

The appointment of an Assistant Deputy Principal to support the Deputy Principal (Research) with the University’s preparations for the Research Excellence Framework, would be announced in the near future.

The University had been successful in securing a number of research awards and forming helpful strategic alliances with industrial partners, including the provision of financial support for two new named Chairs.

CM 4423

MID YEAR REVIEW BUDGET UPDATE AND SORP REPORTS

The Chief Financial Officer introduced the Mid-Year Budget Update and SORP (Statement of Recommended Practice) Forecast, noting that these matters had also been considered by the Executive Team on 9 March and Audit Committee on 14 April.

The SORP presentation was a reflection of the University’s published annual accounts, and the financial position outlined therein was therefore subject to the impact of timing of transactions. In SORP format, the outturn forecast was a deficit of -£9.9m against an original forecast of a surplus of £2m. However, the most significant variance between the two figures was the delay in disposal of land at Kilmardinny, which had been expected to be completed in 2009/10. The deal accounted for £9.5m of the £11.9m variance between the original and the revised forecast. In addition, a further £1m was accounted for by additional Early Retirement and Voluntary Severance (ERVS) costs, but Court noted that this expenditure will produce a benefit in future years in the form of reduced salary costs. In concluding his comments, the CFO confirmed that he had sought
confirmation from the Funding Council that there would be no requirement for the University to submit an exceptions report as a result of the size of the variance from original forecast, given the main reasons for the variance, and this had been confirmed.

Court welcomed the report and the helpful presentation and explanation offered by the CFO, noting that the disposal of Kilmardinny was still planned, but on a different timescale to that which had originally been expected. Thereby

Court RESOLVED that the Mid Year Review Budget Update Report and the SORP Forecast be approved.

CM 4424 ANNUAL HEALTH AND SAFETY REPORT

The Director of Corporate Services, and the Convenor of the Statutory Advisory Committee for Safety and Occupational Health, introduced the Annual Health and Safety Report. It was noted that developments were underway to strengthen the University’s arrangements relating to safety, in terms of policy and structural aspects, the details of which would be forthcoming to Court in due course. Notwithstanding this, Court was advised that there were no items that had required escalation to Court for its consideration, with all matters being addressed satisfactorily through processes and procedures at lower levels. In response to a question from the floor, Court was advised that the report covered off-site facilities as well as those that were on-site.

Court RESOLVED that the Annual Health and Safety Report be received and approved as presented.

CM 4425 REPORT FROM SENATE TO COURT

Court received the Reports from the Senate meetings of 17 March and 21 April 2010. Court noted the recommendations for the award of several new prizes and, on the recommendation of Senate

Court RESOLVED

1. that the following new Prizes be approved as presented in the paper:

   i) Faculty of Science – BP04 A.7
      Pure and Applied Chemistry: Ewan Polwart Memorial Prize for the Best Final Year MSci Applied Chemistry and Chemical Engineering Student (£200) for introduction to the Calendar:
      This Prize was founded in 2009 by Fujifilm Imaging Colorants Limited in memory of Dr Ewan Polwart, former graduate of the University and employee of Fujifilm. The Prize is awarded annually, on the recommendation of the Head of Department of Pure and Applied Chemistry, to the student who has attained the highest cumulative mark in the final year of the MSci Applied Chemistry and Chemical Engineering course.

   ii) Strathclyde Business School – BP07 A.4
      Tony Christer Prize, Management Science (£100) for introduction from 2009-10:
      The Prize will be awarded to the student with the best overall performance on the MSc in Operational Research (full-time).

2. that the Calendar of Dates 2010-11 and Provisional Dates 2001-12 be approved as presented; and

3. that the BA in Community Arts be withdrawn.

Court also noted the details of Senate’s discussion of the Report from the Merger Implementation Group for the New Faculty of Humanities and Social Sciences, but noted that several of the items discussed had been overtaken by subsequent events and discussions elsewhere.
CM 4426 REPORT FROM THE EXECUTIVE TEAM

Court noted a report from the Executive Team (meetings of 9 and 30 March, and 20 April 2010) and particularly the following:

.1 Value for Money Strategy
Court received the Value for Money Strategy, which explained the University's approach to Value for Money (VfM), the key aspects of the process, and identified the main reporting procedures. It was noted that the Funding Council's Financial Memorandum required the University to have a strategy for systematically reviewing management's arrangements for securing VfM. An annual report had been produced in past years, but recently work had been undertaken to update the strategic elements of the VfM protocols, which had led to the production of the new Strategy document. The new approach would be introduced with immediate effect, subject to approval by Court, but with transitional arrangements in place for the current session and full implementation in session 2010/11. On the recommendation of the Executive Team,

Court RESOLVED that the Value for Money Strategy be approved as presented, with immediate effect.

.2 Enhancement-Led Institutional Review (ELIR)
The Vice Principal reported the receipt of a letter that confirmed that the University had secured the highest judgement possible with respect to the ELIR process, that of ‘confidence’ in the University’s procedures, processes and activities in the area of education and teaching. Court congratulated all those who had been involved in the University’s preparations for the ELIR exercise.

CM 4427 REPORT FROM ESTATES COMMITTEE

Court noted the report from the meeting of the Estates Committee held on 13 April 2010 and particularly the following matters:

.1 Naval Architecture and Marine Engineering
Following the withdrawal of the University of Glasgow from the joint provision of Naval Architecture and Marine Engineering, it had been determined that access would still be required to the Hydrodynamics Laboratory Facility at Acre Road, which was owned by the University of Glasgow. In the light of subsequent discussion, which included exploration of the potential for Strathclyde to purchase the facility, it had been agreed that the University should enter into a 25 year lease arrangement, but with an option to terminate at any time after 5 years. The initial rental would be £20k per annum, which would be subject to review every 5 years. On the recommendation of the Estates Committee,

Court RESOLVED
• that the proposed lease arrangement for the Hydrodynamics Laboratory Facility at Acre Road be approved, as outlined in the paper.

.2 Estates Development Framework 2 (ECM 32)
Court noted the progress that was being made with respect to projects and associated matters allied to the EDF 2 plan, particularly in the areas of communications, academic quarters, and external liaison.

CM 4428 REPORT FROM AUDIT COMMITTEE

Court noted the report from the meeting of Audit Committee held on 14 April 2010, and particularly the following matters:

.1 New Co-opted and Attending Members
The Convener of the Audit Committee reported that Mr Ian Dickson had been co-opted into membership and would attend his first meeting in September 2010, and that Mr Hugh Hall, the new Chief Operating Officer, had been welcomed as an attending officer.

.2 Transparent Approach to Costing (TRAC) Annual Report to the Funding Council
The Audit Committee had received, and approved for submission to the Funding Council, the latest TRAC Annual Report. Court noted and endorsed the actions taken by the Audit Committee to approve the submission on its behalf.

.3 Development of the University Strategic Plan
The Audit Committee had been pleased to receive an update from the Deputy Principal for Strategy on the development of the University Strategic Plan. Once the Plan was finalised and had been presented to Court and approved, the Committee would undertake a gap analysis to ensure proper coverage of relevant items for ongoing monitoring and review.

.4 Risk Management Procedures and Reporting
The Audit Committee was encouraged by the progress that was being made with respect to the introduction and usage of the new risk management procedures and reporting protocols, and was pleased to note the good engagement of the Executive Team with the process. The Committee looked forward to receiving the revised Corporate Risk Register at its next meeting, on 3 June 2010.

.5 Review of Governance and Decision-Making Structures – Draft Report to Court
The Audit Committee had been interested to receive an early draft version of the Review of Governance and Decision-Making Structures report that was being prepared for submission to Court in June 2010, on completion of the review. Allied to this, the Audit Committee particularly welcomed the steps that were being taken to clarify the situation with respect to delegated authority, and encouraged completion of this process.

.6 Internal Audit Service Follow-Up Report
The Audit Committee was pleased to note the engagement of departments in responding positively to requests for action following Internal Audit Service review visits, and wished to record its thanks to departments for their active cooperation.

CM 4429 REPORT FROM THE REDUNDANCY COMMITTEE: UPDATE ON EARLY RETIREMENT AND VOLUNTARY SEVERANCE (ERVS)

The Vice Principal reported that it had been necessary to advise staff that the current ERVS Scheme would close on 14 May 2010 within the Finance and Corporate Services Directorates, where Court had already approved the restructuring proposals, with the exception of reshaping which had been signalled as following at a later date within these areas. Staff had also been advised in the other six Professional Services Directorates, and within the Faculty of Law, Arts and Social Sciences and the Faculty of Education, that the Scheme would be extended until 30 September 2010, but only for those individuals who occupy posts that are to be removed from the University staffing establishment, and for whom suitable alternative employment is not available, or for individuals whose departure would facilitate alternative employment for a post holder whose post is to be removed from the University staffing establishment. This latter arrangement would also apply to staff in relevant areas of Finance and Corporate Services Directorates where it had been signalled that reshaping would be undertaken at a later date. It was confirmed that the scheme had closed on 30 April 2010 to all other individuals. Court noted that this information had been discussed and agreed by the Remuneration Committee on behalf of Court in exceptional circumstances. Court homologated the decision of the Remuneration Committee to act on its behalf in this matter, noting that the Campus Trades Unions had supported the arrangement.

Court also received a report on the progress of the ERVS scheme, with its accompanying Financial Summary as at 22 April 2010. The Vice Principal reported that the Redundancy Committee had met again on 30 April and approved a further 24 cases,
which would effect a recurrent saving of approximately £1m at a one-off cost of approximately £1.2m. This took the total expenditure commitment on the ERVS scheme up to the limit previously approved by Court. However, there remained a number of cases to be decided and there were areas of Professional Services that were still to be restructured, as indicated above. In the light of this, and noting the advice given by the Redundancy Committee to the Remuneration Committee that an additional amount in the order of £2m may be required in the months ahead,

Court RESOLVED
• that cases for ERVS should continue to be considered in the terms outlined for the scheme and that reasonable cases should be approved as per current arrangements. This would lead to an appropriate extension of the funding provision required to support the scheme, subject to appropriate restrictions and limitations.

CM 4430 CONVENER’S ACTION

1. Lady Curran Endowment Fund
At the Court meeting on 15 October 1991 Court resolved that ‘the Secretary to the University or his successors in office’ be one of the designated administrators for the Lady Curran Endowment Fund. Following discussions with Professor James Curran it has been agreed that Dr West will remain a trustee until his period of appointment as Special Adviser to the Principal ends. The Convener has agreed to this on behalf of Court.

2. Audit Committee: Membership
Mr Ian Dickson, recently retired from MacRoberts Solicitors, has been co-opted to membership of the Audit Committee with immediate effect and for the period to 31 July 2011 in the first instance.

3. Head of Department Appointment
Department of Accounting and Finance: Professor A Marshall has been re-appointed for the period 1 August 2010 to 31 July 2013.

4. Dean of Humanities and Social Sciences
Following a selection process a new Dean was identified. Senate approved this appointment at its meeting on 20 April and the Convener took action on behalf of Court to approve this. The new Dean is Professor Tony McGrew who will take up post in October.

CM 4431 PROPOSED DATES OF MEETINGS IN 2010/11

Court approved the proposed dates of its meetings and those of the Court Business Group for session 2010/11 and the first semester of 2011/12.

CM 4432 NEXT MEETING

Tuesday 22 June 2010, at 9.30 a.m.

MJR/10.05.10