

## UNIVERSITY COURT – AGENDA

Thursday 2 May 2019, 09.30-11.30. Coffee from 09.15  
Followed by Court strategy session, 11:30-14:30, with lunch 12:00-12:30.

Court Senate Room, Collins Building

**Apologies:** *Alison Culpan*

**Declarations of interest:** *None*

Introduction		
1.	<b>Minutes of the meeting held on 7 March 2019</b> <i>All</i>	<b>Paper A</b> <i>5 mins</i>
2.	<b>Matters arising</b> <i>All</i>	<b>Oral</b>
3.	<b>Principal's Report</b> <i>Principal</i>	<b>Oral</b> <i>30 mins</i>
Substantive items		
4.	<b>Presentation: Professor Elisa Morgera, Strathclyde Centre for Environmental Law and Governance</b>  Professor Morgera will speak on the One Ocean Hub. Strathclyde-led, with 35 partner organisations and funded by the UKRI Global Challenges Research Fund, the Hub's research aims to integrate law, science and policy to help balance multiple ocean uses with conservation.	<b>Oral</b> <i>20 mins</i>
5.	<b>Budget setting: context and process</b> <i>Acting Chief Financial Officer</i>	<b>Oral</b> <i>15 mins</i>
6.	<b>Presentation: Health &amp; Care Institute</b> <i>Associate Principal, Research &amp; Knowledge Exchange;</i> <i>Professor Roma Maguire</i>	<b>Oral</b> <i>15 mins</i>
7.	<b>USSA Financial Statements 2017-18</b> <i>USSA President, USSA Head of Finance &amp; Central Services</i>	<b>Paper B</b> <i>10 mins</i>

<b>Items for formal approval</b>		<i>15 mins</i>
<b>8.</b>	<b>Net Shape Manufacturing Research Centre</b> <i>Commercial Director, AFRC</i>	<b>Paper C</b>
<b>9.</b>	<b>Corporate Risk Register</b> <i>University Secretary &amp; Compliance Officer</i>	<b>Paper D</b>
<b>10.</b>	<b>Amendments to Ordinances and Regulations</b> <i>University Secretary &amp; Compliance Officer</i> <ul style="list-style-type: none"> <li>• consequential amendments regarding Senior Officer roles</li> <li>• eligibility for Convener of Remuneration Committee</li> </ul>	<b>Paper E</b>
<b>Committee reports</b>		<i>5 mins</i>
<b>11.</b>	<b>Senate</b> For approval: <ul style="list-style-type: none"> <li>• Amendments to Ordinances: Senate membership; staff appointment committees; Emeritus Professor title; posthumous and aegrotat awards.</li> </ul>	<b>Paper F</b>
<b>12.</b>	<b>Executive Team</b>	<b>Paper G</b>
<b>13.</b>	<b>Court Business Group</b>	<b>Paper H</b>
<b>14.</b>	<b>Court Membership Group</b>	<b>Paper I</b>
<b>15.</b>	<b>Audit &amp; Risk Committee</b>	<b>Paper J</b>
<b>16.</b>	<b>Enterprise &amp; Investment Committee</b>	<b>Paper K</b>
<b>17.</b>	<b>Estates Committee</b>	<b>Paper L</b>
<b>18.</b>	<b>Staff Committee</b>	<b>Paper M</b>
<b>Closing remarks</b>		<i>5 mins</i>
<b>19.</b>	<b>Any other business</b> <i>Convener</i>	
	<b>Date of next meeting</b> <i>Tuesday 18 June 2019</i> <i>Location: Court Senate Room</i>	

**MINUTES OF UNIVERSITY COURT DRAFT**  
**7 March 2019**

- Present:** Dame Sue Bruce (Convener), Ronnie Cleland, Gillian Hastings, Dr Jeremy Beeton, Dr Jane Morgan, Gillian Pallis, Paula Galloway, Brenda Wyllie, Marion Venman, Principal Professor Sir Jim McDonald, Vice-Principal Professor Scott MacGregor, Amanda Corrigan, Dr Kathy Hamilton, Dr Neil McGarvey, Heather Stenhouse, Councillor Ruairi Kelly
- Attending:** Dr Veena O'Halloran, Hugh Darby, Adrian Gillespie, Professor David Hillier, Professor Iain Stewart, Professor Atilla Incecik, Professor Douglas Brodie, Professor Tim Bedford, Professor Sara Carter, Rona Smith, Sandra Heidinger, Alex Brock, Dr Daniel Wedgwood
- Apologies:** Dr Archie Bethel, Alison Culpan, Matt Crilly, Titi Farukuoye, Susan Kelly, Dr Katherine Mitchell, Malcolm Roughead, Kerry Alexander

**Welcome and apologies**

The Convener noted the apologies received and welcomed Court members and attendees to the meeting. The Convener extended a particular welcome to Councillor Kelly, who was attending his first meeting as the new Glasgow City Council appointee to Court, and to Alex Brock, who had been invited to observe the meeting on behalf of USSA, in the absence of the student members of Court.

**1. Minutes of the meeting held on 29 November 2018**

Court **approved** the minutes of the meeting held on 29 November 2018.

**2. Matters arising**

There were no matters arising.

**3. Principal's Report**

The Principal informed members of key activities and developments since the November 2018 meeting:

The UK's withdrawal from the EU

The university had established a No Deal Business Continuity Group, in response to the perception that a 'no deal' exit from the EU had grown in likelihood. This would work alongside the broader Strathclyde EU Exit Working and Advisory Group. Court had been updated by email on 13 February on some of the current areas of focus.

CESAER

The Principal noted that he had chaired CESAER Presidency and Board meetings in Brussels and had been able during this time to meet key EU decision-makers. As a result, Strathclyde was recognised as a key actor in helping to shape possible outcomes relating to research and innovation in the context of the European Commission's planning as well as the UK's withdrawal from the EU.

### Royal Academy of Engineering

The Principal expressed his intention to use his presidency to increase connections between UK and EU learned societies in the context of the UK's withdrawal from the EU. The presidency would provide opportunities to enhance Strathclyde's profile on the UK and international stage.

### Scottish Funding Council indicative funding allocation

SFC released the 2019-20 indicative funding allocations for universities on 28 February 2019. In line with expectations since the Scottish Budget announcement, funding for the sector as a whole had decreased by approximately 2% in real terms. Through the allocations, all Scottish higher education institutions had experienced some real-terms reduction in SFC grant funding, relative to the previous year. In Strathclyde's case, the reduction was around £1.1 million on 2018-19 levels of grant funding, although this was in part attributable to a planned transfer of some student places to another institution. Capital grant funding was also down on the previous year with 'Financial Transactions' loan finance becoming an increasingly significant source of capital funds. Strathclyde had had great success in securing these low interest loans in the previous round (see item 10).

### Government and SFC engagement

The UK Minister for Higher Education & Science, Chris Skidmore MP, had visited the University on 1 March. He had taken part in discussions on the Medicines Manufacturing Innovation Centre and seen several other key Strathclyde initiatives and a university spin-out company.

The Scottish Cabinet Secretary for Finance, Derek Mackay MSP, had also visited Strathclyde recently and commended the University's approach to knowledge exchange.

First Minister Nicola Sturgeon and the Cabinet Secretary for Environment, Climate Change and Land Reform, Roseanna Cunningham, had also visited the campus recently, to attend events in the TIC. The Scottish Minister for Further Education, Higher Education and Science, Richard Lochhead MSP, was due to visit on 13 March.

The UK Secretary of State for Business, Energy and Industrial Strategy, Greg Clark MP, was due to visit Strathclyde in May and plans were being developed to create wider engagement around this visit with industrial partners and with the Cabinet Secretary for Finance.

The Principal had met the new Chief Executive of the SFC, Karen Watt, on 18 January, shortly after she had taken up the post. A further meeting was planned.

### GCID launch

On 1 February, the University had hosted the launch event for the Glasgow City Innovation District. The event had been well attended, with over 250 guests, and with the participation of the Cabinet Secretary for Finance and the Leader of Glasgow City Council, Councillor Susan Aitken. The University of Glasgow, Innovate UK and industrial partners were also represented. The Convener of Court and Paula Galloway had also attended this very successful event, which acted as a showcase of the University's achievements and ambitions, and of the value of collaborative enterprise.

### Enhancement-Led Institutional Review (ELIR)

There had been an initial planning visit by the ELIR panel on 31 January, which had involved meetings with the Principal and senior management, Students' Association representatives and a group of academic staff. The ELIR Panel had noted good engagement and a constructive and positive approach throughout. The Panel was due to return for the full Review Visit on 11 March. Over the course of a week, there would be further meetings with senior management as well as a variety of staff and students from across the University. Draft reports were expected 8 weeks after the end of the Review Visit, when they would be shared with the University for comment.

### UKVI staff review

A UKVI review of tier 2 and tier 5 visa arrangements for staff had taken place shortly before the present meeting. No outcomes were yet available, but informal indications were positive.

### Graduation fees

Following discussions with the Students' Association and the Student Experience Committee, and in support of its vision as a socially progressive institution, the University had abolished graduation fees. This had a modest financial impact on the University, but made a meaningful difference to many students. A number of other Universities had since followed Strathclyde's lead in this. The constructive nature of the partnership working between the University and students, through the Student Experience Committee, was noted. This had enabled the new arrangements to be in place for the next round of graduations.

### UK Policy issues

The University was responding to consultations on the review and development of the Teaching Excellence Framework and proposals for a Knowledge Exchange Framework. The Augar Review of post-18 education in England had been delayed; once released, this was expected to have some impact in Scotland, but details were not yet known.

### USS pensions

The Acting CFO gave a summary of recent developments. The University was due to respond within the next few days to UUK proposals for 'contingent contributions', which had been sought by the USS trustees as part of the 2018 valuation process. Agreement of a 2018 valuation would be expected to reduce substantial increases to employers' and employees' contributions that would otherwise follow from the completed 2017 valuation. In addition, the Joint Expert Panel had been reconvened, with the aim of developing sustainable longer-term arrangements, to be effected through a 2019 valuation.

### Awards

Among 62 recently announced new Fellows of the Royal Society of Edinburgh, seven were connected to Strathclyde:

Dame Sue Bruce, Convener of Court  
Stuart Reid, Professor of Biomedical Engineering  
Gail McConnell, Professor of Biophotonics  
Deepak Uttamchandani, Professor of Microsystems Engineering  
Richard Rose FBA, Professor and Director, Centre for the Study of Public Policy  
Lena Wilson CBE, Visiting Professor, SBS  
Graeme Reid, Visiting Professor, School of Government and Public Policy

The Principal offered his congratulations to the Convener of Court on this award and noted that this meeting's speaker, Professor Stuart Reid, was among the new Fellows.

The University had presented eight staff members with long service awards recognising over 40 years' service.

### World Rankings

In the QS subject rankings published on 27 February, Strathclyde had been ranked in the top 100 in two subject areas: band 51-100 in Pharmacy & Pharmacology and Business & Management Studies. The University's highest ranking at the broad 'Faculty' level was for Engineering & Technology: 193 in the world, up 5 places. Of 48 subject areas in this ranking, Strathclyde was scored in 38 subjects and featured in the world's top 200 in 11 subjects.

### Principal's engagement sessions

The Principal was engaged in a programme of engagement sessions across the University's academic and professional services units, which would conclude in April, by which time he would have engaged with around 2,500 members of the University. The Principal commented that the sessions had been very valuable, with constructive engagement from all parts of the institution.

### Global Talent Attraction Programme (GTAP)

The University was planning to appoint around 40 new Chancellor's Fellows, bringing in outstanding academic talent from across the world. Twelve senior staff had also been shortlisted through GTAP. Another round of appointments through these schemes would be pursued in the summer.

### UN Sustainable Development Goals (SDGs) Accord

The University had signed the SDGs Accord, reflecting its commitment to sustainability and socially progressive policies.

Health, Safety and Wellbeing: The University Secretary and Compliance Officer (USCO) provided a summary of recent Health and Safety matters, focusing on:

- measures taken to secure perimeter fencing at building sites on campus;
- lighting around building sites;
- on-going development of systems for tracking, monitoring and reporting on health and safety matters;
- events planned on campus for Mental Health Day;
- unveiling by the Minister for Mental Health, Clare Haughey, of the first Breathing Space bench on a Scottish university campus. [Breathing Space](#) is a free, confidential phone service for anyone experiencing depression or anxiety, funded by the Scottish Government and NHS 24.

Reflecting on health and safety, members noted recent media attention on knife crime in different parts of the UK. It was noted that Glasgow had in recent years implemented a 'public health' approach to the problem, with positive outcomes, and was considered by many to offer a model for other UK cities to follow. The USCO reassured members that there had been no increase in knife crime on campus and that effective preventative measures were in place, including CCTV systems.

Following the Principal's report, the Convener congratulated the Principal on his recent nomination to the Presidency of the Royal Academy of Engineering, noting that this reflected both his personal achievements and the status and profile of the University.

#### **4. Presentation: Professor Stuart Reid, Biomedical Engineering**

Professor Stuart Reid delivered a presentation on his research into precision measurement, thin films and medical applications of 'nanokicking' technologies.

Court members expressed their gratitude for an inspiring presentation. Court noted that Professor Reid was an outstanding example of the leading academics brought to Strathclyde through the Global Talent Attraction Programme and that Strathclyde's spirit of ambition and ethos of cross-disciplinary partnership was a major attraction to such ground-breaking researchers.

The Convener congratulated Professor Reid on his recently becoming a Fellow of the Royal Society of Edinburgh (RSE) and commended his scientific outreach work through the RSE Young Academy.

#### **5. Outcome Agreement 2017-2020: Final 2019/20 Annex**

The Director of Strategy and Policy presented a near-final draft of the University's Outcome Agreement (OA) Annex for 2019/20, noting that this was an annex to the existing three-year OA, containing information required annually by the SFC. A new three-year OA would be developed in the next academic year. The 2019/20 annex would be submitted to the SFC at the end of April.

Members noted the real-terms decline in SFC grant funding over recent years and discussed how the challenge of any further cuts in public funding would be met, in a wider context of economic uncertainty. It was noted that the University's strategy took this into account, with investments targeted at growth of other income sources, with consequent reduction of reliance on SFC income and of exposure to associated risks.

Members noted that 'demand for university services', in the OA Appendix C, concentrated on demand from business. Discussion followed on the extent to which the University could also, outwith the OA annex, develop and promote examples of work with and contributions to the public sector. Relevant examples were noted, including the development of masters courses in public policy, which would form a key part of the Policy@Strathclyde offering, and significant contributions to improving health care that brought benefit to both the NHS and private sector healthcare providers.

Court **approved** the near-final OA Annex 2019/20 for formal submission to SFC, subject to any non-material amendments required following SFC feedback, and granted **delegated authority** to CBG to consider and approve any material amendments that may be required.

## 6. Presentation: Estates Development Update

The Director of Estates Services provided an update on estates developments, incorporating an overview of strategic goals, major on-going projects, projects in development and master plans for other parts of the campus, in addition to an outline of the Combined Heat & Power (CHP) facility, which was now operational.

The Deputy Convener (Estates) commended the Estates Services team for its efficient handling of a portfolio of highly complex projects. Members noted that estates planning had become more strategic, agile and comprehensive in recent years.

Discussion centred on the CHP facility. Members noted that the CHP network was designed with the potential to extend beyond the University, although any potential extension would depend on initial demonstration of spare capacity and delivery of benefits, as well as decisions over additional investment, which would have to be made in conjunction with external stakeholders. It was also noted that power and heat supply to the University was resilient in the event of a CHP engine breakdown, as there were both internal back-up systems and continued connection to the grid.

Court noted that the gas-powered CHP was delivering significant efficiency savings and carbon reduction and so was contributing to a more sustainable campus, despite being dependent on a fossil fuel. As in the wider economy, the use of gas power should be seen as a transitional step towards decarbonised future provision. Members noted that there were other sustainable energy measures around the University, including solar arrays on the TIC and Inovo buildings.

It was noted that footfall in the library had increased significantly since the opening of the Strathclyde Sport building, even beyond that foreseen in the business case for the Sport building.

Court **noted** ongoing estates developments.

## 7. Q2 Business Report 2018/19

The Acting Chief Financial Officer and the Director of Strategy & Policy presented the Q2 Business Report 2018/19. The initial draft of the Q2 financial forecast had indicated increased adverse variance from the Budget in the forecast surplus, **[Reserved]**. The majority of the movement between Q1 and Q2 arose from forecast expenditure in excess of budget. Work was underway to generate additional income and to secure significant savings without suppressing key investments. This was expected to bring the outturn in line with Budget by Q4.

It was noted that the Balance Sheet was strong, with continued significant year-on-year increases in income. In particular, the strong performance in attracting research income was highlighted.

Major capital projects remained on course for delivery according to schedule, despite some compression of project timescales.

Within the student intake/population metrics, research postgraduate (PGR) indicators remained red flagged. Work with the Faculties to address this was continuing, co-ordinated through the Performance Development Group. It was noted that the shortfall was relative to strategic growth targets and that the University's PGR population compared well with that of sector benchmark institutions.

The Learning & Teaching Building project had been given an amber flag in the report. Court noted that this did not signal any material change in the project, which was on course, but rather was intended to reflect the complexity of the project, the critical nature of the project timing and the fact that the University would, accordingly, monitor the project closely.

Court **noted the Business Report**.

## 8. Strategic Plan 2015-2020 – mid-year progress report

The Director of Strategy & Policy presented the year 5 mid-year progress update on the 16 key performance indicators (KPIs) in the Strategic Plan. The majority of KPIs were 'on track' or ahead of relevant milestones. A small number of KPIs had been flagged to indicate that further work was required. Among these, KPI 10, industry research income, had been given an amber flag based on a strict interpretation of the target, the forecast figure at this stage being slightly lower than the relevant milestone.

The Acting CFO noted important context for KPI 15, cash generation, which was flagged red. It was known that the cash generation KPI had been impacted by lower than expected surplus figures and reduced levels of recorded depreciation. However, there were uncertainties associated with the metric itself. This KPI had been introduced to replace a KPI on surplus generation, which had had to be discontinued following the introduction of the FRS102 accounting standards. It was as yet unclear whether the process of translation from the old surplus-based targets had created realistic targets under the new metric, for which benchmarking data was not yet available. Nonetheless, some such indicator of financial sustainability was required. The KPI would therefore be maintained, but kept under review. It was noted that benchmarking data in this area should become available in time to inform the development of KPIs for the next strategic plan. Members observed that it would be important in the context of the University's development of bold investment plans to calculate and maintain appropriate cash holdings.

Court discussed the importance of strategic communications, such that the University's plans and achievements would be communicated to appropriate audiences in a strategic and timely way. The Chief Commercial Officer noted that the University had generally highly effective communications but that work was in hand to develop a more strategic dimension to this. The Convener noted that Court could benefit from a presentation on communications strategy at a forthcoming meeting.

Court **noted** and **discussed** mid-year performance against the KPIs.

### Items for formal approval

## 9. Convener's Actions

- Court **homologated** approval by Convener's Action of the establishment of the new Chief People Officer role and associated amendments to Ordinance 4.1.
- Court **homologated** approval by Convener's Action of the temporary delegation of authority normally assigned to the Director of RKES to the Deputy Director of RKES.

## 10. Scottish Funding Council provision of loan funding via the University Financial Transactions Programme

Court considered a proposal that the University approve loan funding from the Scottish Funding Council in relation to two capital projects within the University's Capital Investment Plan, for which funding had been competitively won under the SFC's University Financial Transactions Programme:

- Colville Building: contribution to learning and teaching space redevelopment – maximum loan amount **[Reserved]**
- Window Replacement, Royal College Building – maximum loan amount **[Reserved]**

Court was satisfied that entering into such Terms of Loan with the Scottish Funding Council would be of significant benefit to the University and resolved that:

- the University should accept the offer of loan funding from the Scottish Funding Council (in the terms set out in the Project Loan Summaries);
- the Acting Chief Financial Officer be authorised to finalise the contract and to sign and dispatch all documents, notices and other communications required or permitted to be given by the University in relation to the Project Loan Summaries; and
- the Acting Chief Financial Officer be authorised to sign the final contract documentation on behalf of the University.



## **11. AFRC Future Forge Press Project**

Court **approved** the additional investment and revised project schedule for the Future Forge Press Project, noting that the additional funding would be provided by the HVM Catapult.

### **Items for information**

## **12. Court meeting dates 2019/20**

Court **noted** the meeting dates for the next academic year.

### **Committee Reports**

Court received and **noted** the following committee reports, except where otherwise indicated:

## **13. Senate**

Court **approved** the establishment of the Innovation and Industry Directorate.

Court **endorsed** the change to a departmental name in the Faculty of Engineering: from “Department of Design, Manufacture and Engineering Management” to “Department of Design, Manufacturing and Engineering Management”.

## **14. Executive Team**

## **15. Court Business Group**

## **16. Court Membership Group**

The Convener alerted members to the imminent need to select a new Vice-Convener of Court, noting that the holder of this position must be a lay member and should have at least one year of experience and two years remaining as a Court member. The Convener invited any interested and eligible Court members to contact her to discuss the role.

## **17. Audit & Risk Committee**

## **18. Enterprise & Investment Committee**

## **19. Estates Committee**

## **20. Remuneration Committee**

## **21. AOB**

The University Secretary & Compliance Officer highlighted the range of events scheduled in connection with International Women’s Day, several of which were led by student groups. Related events would take place throughout March.

Members enquired as to the progress of the three Strathclyde researchers who were participating in the Homeward Bound leadership scheme for women in science and had spoken at the November Court strategy session. It was noted that they had been active on social media. The Principal undertook to circulate an update to Court members.

### **Date of next meeting**

Thursday 2 May 2019, Court Senate Room. To be followed by a public meeting, to comply with the requirements of the revised Scottish Code of Good HE Governance, and a Court strategy session.

**USSA Financial Statements 2017/18**  
**[RESERVED ITEM]**

**Net Shape Manufacturing Research Centre**  
**[RESERVED ITEM]**

**Corporate Risk Register  
[RESERVED ITEM]**

## Amendments to Ordinances and Regulations

### Ordinance 4.1: Senior Officers

1. At its meeting on 7 March 2019, Court approved the creation of a Chief People Officer Role and a change to Ordinance 4.1 to effect this. Ordinance 4.1 lists the University’s Senior Officers.
2. Consequential amendments need to be made in the wake of this change, most notably the removal of HR responsibilities from the remit of the Chief Financial Officer.
3. This offers the opportunity to make other minor amendments to the wording of Ordinance 4.1, which will ensure that it more accurately reflects prior decisions of Court and current practice, while introducing an appropriate degree of flexibility to ‘future-proof’ the Ordinances against minor changes in Senior Officer responsibilities. Specifically, the amendments are intended to achieve the following:

*Intended outcome*

*Background and proposed amendments*

**Full and accurate job titles:** Cite the full job title of the University Secretary & Compliance Officer (USCO)

The role of ‘University Secretary’ is mentioned in the Charter and Statutes. That is appropriate in those contexts, as it is the key governance role that is relevant there. However, Ordinance 4.1 lists Senior Officers by job titles. It is therefore more appropriate in this context to refer to the USCO’s full title.

**Accurate role descriptions:** Remove HR from the CFO’s responsibilities and ensure all other Senior Officer roles are accurately described.

This is effected mainly through the general changes proposed below. In addition, wording is introduced to capture the compliance dimension to the USCO’s role.

**Appropriate flexibility:** Amend the descriptions of the Senior Officers’ responsibilities to avoid the need to seek Court approval for minor changes in the future, while retaining the need to approve any more substantial changes, such as the introduction of new Senior Officers.

To achieve this, the proposed wording retains references to each Senior Officer’s broad areas of responsibility, but no longer lists the professional services functions for which each officer has responsibility. This generalises to other Senior Officer roles the wording that Court approved in March for the Chief People Officer.

4. The revised text of Ordinance 4.1 is set out in Annex 1, with tracked changes used to indicate amendments of the existing Ordinance.

## Regulation 1.2.2: The Vice Convener's role in Remuneration Committee

5. Currently the terms of reference of Remuneration Committee, as stated in the University's Regulations, require that committee to be chaired by the Vice Convener of Court.
6. In the process of selecting a new Vice Convener, it has become clear that this association of the two roles places an unnecessary and potentially problematic restriction on the occupancy of each role. Therefore, it is proposed that the Regulations be amended to allow greater flexibility in the appointment of the Convener of Remuneration Committee.
7. The composition and chairing of Remuneration Committee are subject to certain restrictions imposed by the Scottish Code of Good Higher Education Governance. The relevant passage makes no reference to the Vice Convener or equivalent role:  
*"Membership of the remuneration committee should have a majority of lay members. A majority of these lay members should be members of the governing body (others may be external lay committee members). The membership should include the Chair of the governing body. The committee chair should be a lay member of the governing body and should not be the Chair of the governing body."* (paragraph 78)
8. It is proposed that the Regulations be amended to reflect the requirements of the Code, without adding additional restrictions on the committee's convenership.
9. In making this amendment, it is proposed that the membership of the Remuneration Committee should no longer include the Vice Convener on an *ex officio* basis, since there are other governance roles that a future Vice Convener might hold that are incompatible with Remuneration Committee membership (for example, Convener of Audit & Risk Committee). Under the amended Regulation proposed here, the Vice Convener may be a member of Remuneration Committee, as one of its lay members, but need not be. The maximum number of 'other lay members' is, accordingly, increased by one.
10. The proposed text of Regulation 1.2.2 is set out in Annex 2. Again, tracked changes have been used to indicate amendments, relative to the current wording.

## Recommendation

11. Court is invited to **approve** the proposed amendments to Ordinance 4.1 and Regulation 1.2.2.

## Annex 1: Proposed text of Ordinance 4.1

### **4.1 Senior Officers of the University**

#### ***The Principal***

4.1.1 Appointment of the Principal is as defined in the Statutes.

#### ***The Vice-Principal***

4.1.2 The Vice-Principal shall exercise such functions and responsibilities, and be engaged at such remuneration and upon such terms and conditions as the Court shall deem fit. During the absence of the Principal the Vice-Principal shall undertake any such functions and duties of the Principal as the Principal or the Court may delegate to him/her.

4.1.3 The Vice-Principal shall normally hold office for a period of five years (unless otherwise determined by the Appointment Committee or the Court).

#### ***The University Secretary and Compliance Officer***

4.1.4 The University Secretary and Compliance Officer shall be appointed as pursuant to the role of University Secretary in the Charter and Statutes and shall, under the direction of the Principal, be responsible for the administration of the University, ~~and~~ for providing secretarial services for the Court and the Senate, for the coordination of institutional compliance-based activities and the strategic management of relevant Professional Service functions.

#### ***The Chief Commercial Officer***

4.1.5 The Chief Commercial Officer, under the direction of the Principal, shall be responsible for the management of the University's commercial and business development activities and the strategic management of relevant Professional Service functions, ~~including those in the areas of research and knowledge exchange, and communications and marketing.~~

#### ***The Chief Financial Officer***

4.1.6 The Chief Financial Officer, under the direction of the Principal, shall be responsible for the financial management of the University and the strategic management of the relevant Professional Service functions ~~in the broad areas of resources, including finance, estates and human resources.~~

#### ***The Chief People Officer***

4.1.7 The Chief People Officer, under the direction of the Principal, shall be responsible for the development and implementation of the People Strategy for the University and the strategic management of relevant Professional Services functions.

#### ***Associate Principal & Executive Dean***

4.1.8 An Associate Principal & Executive Dean shall be appointed for each Faculty. The functions and responsibilities of the office of Associate Principal & Executive Dean shall be as determined by the Court and will include contributing to the overall leadership of the University.

#### ***Associate Principal***

4.1.9 Up to three Associate Principals may be appointed under the direction of the Principal or Vice-Principal following Court's approval of specified portfolio areas of leadership responsibility and shall exercise such functions and responsibilities, and be engaged at such remuneration and upon such terms and conditions as the Court shall deem fit.

## Annex 2: Proposed text of Regulation 1.2.2

1.2.2 The Committee will be composed of:

(a) The Convener of Court *ex officio*

(b) The Treasurer *ex officio*

~~(c) The Vice Convener of Court *ex officio* (Chair)~~

(c d) Up to ~~four~~ five other members, appointed based on their skills and experience. These may be existing members of Court or external individuals co-opted to provide expertise not otherwise available amongst the membership of Court, subject to there being a majority of lay members on the Committee at all times (with the majority of these being members of Court) \*

The Committee's Convener must be a lay member of Court and must not be the Convener of Court.

In attendance: The Principal\*\*

Secretary: Director of Human Resources\*\*\*

*\* Members of Court serving on the Committee will do so for a period concurrent with their membership of Court. Externally co-opted members will serve for an initial period of up to three years and will be eligible for reappointment twice.*

*\*\* The Principal is not a member of the Remuneration Committee but will attend meetings at the invitation of the Chair in order to inform discussions on the remuneration and conditions of service of other Senior Officers. The Principal will not attend when his or her own remuneration and/or conditions of service are considered or determined.*

*\*\*\* The Secretary will withdraw when his or her own case is being considered.*



## Senate Report to Court

Senate met on 27<sup>th</sup> March 2019

### **FOR APPROVAL**

Senate invites Court to **approve** the following recommendations considered by Senate on 27<sup>th</sup> March 2019:

#### **1. Amendments to Ordinances**

- a) Amendments to Ordinances 2.1.14, 4.1.12 and 4.3 to update terminology in line with practice and procedure following the introduction of the roles of Professor of Teaching & Learning and Professor of Practice, and developments in the Staff Appointment Protocol.
- b) Amendments to Ordinance 3.3.11 to include reference to posthumous awards.

The changes are detailed in the **Appendix**.

### **FOR NOTING**

Senate invites Court to **note** the following items considered by Senate on 27<sup>th</sup> March 2019.

#### **2. Report from Senate Business Committee**

Senate noted that the Collaborative Provision Agreement (CPA) Subgroup had reviewed 6 collaborative agreements, details of which were contained in Faculty reports to Senate. The Principal had approved a further collaborative agreement and a study abroad agreement through Convener's Action.

#### **3. NSS Faculty Updates**

Executive Deans provided Senate with brief verbal updates on the progress of the National Student Survey (NSS) 2018 Faculty action plans, which continued to focus on key areas of activity where improvements were being made.

#### **4. ELIR**

Senate received an update on the ELIR Panel Visit held during the week commencing Monday 11<sup>th</sup> March 2019. The University had achieved the result of "effective" in its arrangements for managing academic standards and the student learning experience, the highest possible judgement, and had also received several positive commendations.

#### **5. Higher Education Governance (Scotland) Act: USSA Update on Revision to Composition of Senate Membership**

Senate had previously approved the composition of increased student membership of Senate in line with the requirement of the Higher Education Governance (Scotland) Act 2016 which required at least 10% of Senate's members to be from among the students of the institution. Following changes made by USSA to its full time and part time officer roles, the previously agreed configuration of student membership of Senate would be slightly revised. Senate approved the revision of the composition of student members on Senate, effective from academic year 2020-21.

## **6. Principal's Report and Update**

The Principal updated Senate on several matters of interest including:

### **Student Elections**

The Principal congratulated the student President and Vice President Education on their re-election, welcoming the diversity that was reflected across the student representative body.

### **Government Engagement**

The University had hosted visits from a number of Ministers, including Richard Lochhead, Scotland's Minister for FE, HE and Science, Chris Skidmore UK Minister for HE and Science, and Clare Haughey, Scotland's Minister for Mental Health.

## **7. Senate Strategic Engagement Session**

Following the Business meeting of Senate, the Principal introduced the Strategic Engagement session which included a range of presentations on key areas of Learning and Teaching. Senate members engaged in discussions following each of the presentations. The final session included an opportunity for Senate members to take part in an online poll.

## Appendix

### Amendments to Ordinances

#### Introduction

1. Minor amendments are being proposed to the University's Ordinances to update terminology and bring them in line with practice and procedure following the introduction of the role of Professor of Teaching & Learning and Professor of Practice and developments in the Staff Appointment Protocol.

#### Elections to Senate

2. Following the introduction of the role of Professor of Teaching and Learning and Professor of Practice, the electoral role for Senate has been expanded to include all Academic, Research, Knowledge Exchange and Teaching staff. These staff categories have been included on the electoral role for Senate since their inception but Ordinance 2.1.14 has not kept track with the introduction of staff categories so requires updating.
3. The following amendments are proposed:

##### ***Elections to Senate***

- 2.1.14 Elections to Senate under Statute 3.2 shall be conducted by the University Secretary in accordance with a process as agreed by the Senate, the basis of which being:
  - (a) a list shall be prepared by the University Secretary of all members of the Academic, Research, Knowledge Exchange and Teaching staff of the University in post on the first day of February of each year eligible to vote (those eligible to vote include all existing members of Senate and members of Academic, Research, Knowledge Exchange and Teaching staff as defined in Statute 3.2). This list, subject to any amendments made by Senate under the agreed process, shall be the Electoral Roll for election to Senate for that year;

#### General Conditions for the Appointment of University Officers

4. Ordinance 4.1.12 "No person shall be a member of an Appointment Committee considering the appointment of their successor", has been softened in the staff committee appointment protocol and approved by Staff Committee.
5. To reflect this, the following amendment is proposed:
  - 4.1.12 Normally no person shall be a member of an Appointment Committee considering the appointment of their successor.

#### Removal of Emeritus Professor Title

6. The University uses the title 'Emeritus Professor' to designate a retiring professor who has ceased to formally undertake contractually paid research, knowledge exchange and teaching work. In some Higher Education Institutions, the title is conferred automatically upon all persons who retire at the professorial rank. However, at Strathclyde, the title is not conferred automatically but is used as a mark of distinguished service and where a clear case of a continuing relationship which is of benefit to both the University and the individual is evidenced.

7. Once awarded, it is anticipated that the title of Emeritus Professor will be retained for life. **[Reserved]** a change to allow the title of Emeritus Professor to be withdrawn from an individual was discussed and approved at Staff Committee on 6th March and a change to Ordinance 4.3 is requested to accommodate this as shown below.
8. The following amendment to ordinance is proposed:

### **4.3 University Staff: Formal Procedures**

- 4.3.1 There shall be published procedures governing arrangements for all University staff in relation to:
  - a) Discipline
  - b) Grievances
  - c) Capability (ill-health)
  - d) The use of fixed-term and open-ended employment contracts
  - e) Withdrawal of the title of Emeritus Professor
- 4.3.2 Such procedures shall be subject to approval by the Staff Committee, on behalf of the Court, and shall be published on the website.

### 9. Proposed Amendments to Ordinance 3.3.11:

- a. To include reference to posthumous degrees (currently Ordinance 3.3.11 refers to aegrotat awards only) and to clarify that Posthumous awards are made to students who have completed their course before passing away. Aegrotat awards are made in cases where students have been unable to complete their assessments for award of a degree, usually due to serious illness or death.
- b. To add an element of flexibility around the submission of theses. An accompanying Policy & Procedure is being developed to set out the circumstances in which this would be permitted.

### **Current Ordinance 3.3.11**

An aegrotat award may be made if a candidate is prevented by illness or other cause deemed by the Senate to be sufficient from attending the whole or part of the final examinations for a Degree, Diploma or Certificate. The Senate, upon the recommendation of the Board of Study concerned and after consideration of a report from the external and internal examiners and upon such other conditions as it shall think fit, may award an aegrotat Degree, Diploma, or Certificate, provided that the candidate shall not be given Honours or distinction or merit and shall not be exempted from presenting a thesis where one is prescribed.

Proposed update:

***Posthumous Awards***

3.3.11 A posthumous award may be considered where a student has died and has either; completed the programme of study, including the required assessments, and has satisfied the requirements for the award; or has not completed the programme of study but would be eligible for an aegrotat award.

***Aegrotat Awards***

3.3.12 An aegrotat award is an award, without classification, that may be made if a candidate is prevented from completing their studies and/or assessments by illness, death, or other cause deemed by the Senate to be sufficient. The Senate may award an aegrotat Degree, Diploma, or Certificate where there is sufficient evidence that the candidate would have satisfied the standard required for the award, had they been able to continue.

## Executive Team Report to Court

The Executive Team (ET) met on 26 February, 12 March, 26 March and 3 April. The following key items were discussed by the Executive Team and are provided here for Court to note:

### 1. Health and Safety

The Team took the opportunity to discuss health and safety matters through the 'Safety Moment' held at the opening of each ET meeting and led by the University Secretary and Compliance Officer.

### 2. Industrial Relations

The Executive Team continued to receive regular updates on industrial relations. Members noted developments at a national level relating to the Universities Superannuation Scheme (USS), including contingent contribution proposals as part of the ongoing consultations on the 2018 valuation, which had to be concluded alongside developments stemming from the Joint Expert Panel's work.

### 3. REF 2021

The Executive Team received regular updates on plans and resources in place to support the university's preparations for REF 2021.

### 4. UK Exit from the EU

The Executive Team received updates on measures to manage and mitigate the impact of exit from the EU under different possible scenarios, taking input in particular from the University 'No Deal' Brexit Business Continuity Group, and Strathclyde EU Exit Working and Advisory Group (SEEWAG).

### 5. Strathclyde Chancellor's Fellows

The Executive Team welcomed the high number of strong applications submitted for the Strathclyde Chancellor's Fellows during this recruitment cycle, and noted the strategic importance of appointments as REF2021 approached. The Team approved the appointment of up to 30 candidates, and expressed their gratitude to Human Resources colleagues for their significant efforts in ensuring the success of the Strathclyde Chancellor's Fellowship and ongoing Global Talent Attraction Programme recruitment campaigns.

### 6. Equal Pay and Gender Pay Report

The Director of Human Resources presented the Equal Pay and Gender Pay Report. Under the Public Sector Equality Duty, the University was required to publish an equal pay statement every four years, and gender pay gap data every two years. Noting that Strathclyde's gender pay gap had fallen by more than 3 percentage points since the most recent report in 2017 (from 24.2% to 20.8%), the Team welcomed the continuing activities across the university to further reduce this gap. There were no significant gaps within each pay grade; the overall pay gap was affected by occupational segregation by gender, particularly with a high percentage of female staff in roles at the lowest grades - the university had taken a deliberate decision not to outsource these roles, in line with its socially progressive ethos.

## **7. Contribution Maps: 2017-18 Update**

The Team was updated on the Contribution Maps (CMs) which had been updated to include data from 2017-18. The CMs were to be discussed at Leadership Group and within Faculties. ET noted that the CMs were a tool intended to be used by Faculty Deans and Heads of Department, and the Director of Strategy & Policy had offered to attend Faculty meetings to present the CMs.

## **8. SFC 2019-20 Indicative allocations**

ET discussed and commented on the allocations and considered the impacts on the University. SFC recognised this was a flat cash settlement across the sector. Strathclyde's total allocation was around £1M lower than in 2018-19. This divergence from flat cash was attributable to funding formula changes in the SFC's Research Excellence Grant and the previously negotiated movement of a small number of student places to another institution.

## **9. 2019-20 Budget**

The Team regularly discussed the outline 2019-20 indicative budget and reflected on meetings with Faculties / Professional Services. Budget holders provided updates to the Team through Performance Development Group on ongoing activity to address the gap between the current operating outturn and the Four Year Forecast target. The Team agreed that the 2019-20 Budget would be a standing item in the Executive Team meeting agenda for the duration of the budget-setting process.

## **10. Investment Proposal: Biogelx**

**[Reserved]**

## **11. Corporate Risk Register**

The ET discussed the top risks and mitigating actions in the University's Corporate Risk Register.

## **12. Strathclyde Health & Care Institute**

The ET received an outline direction of travel for the proposed new Institute, its purpose and ambition and opportunities presented by its creation. It was expected that the creation of the Institute would provide greater links with the NHS by joining up health care related provision across disparate parts of the university, creating further opportunities for teaching, research and innovation.

## **13. USSA Financial Statements**

The ET reviewed the USSA Financial Statements for 2017-18 prior to their presentation at Court in May.

## **Court Business Group Report to Court**

**The following items were discussed by Court Business Group on 18 April 2019 and are provided here for Court to note.**

### **1. Budget setting: context and process**

The Acting Chief Financial Officer (CFO) provided Court Business Group (CBG) with an overview of the intended presentation to Court, covering high-level financial indicators and the sector context. The University's strong financial base was noted.

Forward planning would need to take account of significant known cost pressures, notably including pensions costs and staff pay alongside capital investments and investments in staff, alongside contingencies for strategic investments.

The operating environment for UK higher education contained many uncertainties, including the effects of exit from the EU and the outcomes of the Augar review and their implications. The University of Strathclyde was prudently positioned in terms of key measures of sustainability, such as levels of borrowing and liquidity.

CBG noted that Strathclyde's strong position reflected good financial management in a difficult context, allowing continued investment against a stable base.

CBG noted the presentation and offered suggestions for its development prior to the Court meeting.

### **2. Health & Care Institute**

Professor David Littlejohn gave a presentation, which was intended for delivery to Court, outlining the proposed Health & Care Institute and the benefits it was expected to bring. The Institute's teaching, research and KE activities would be centred on meeting the needs of the health care sectors through development of systems and individuals. Care would be taken to develop a distinctive offer that would be complementary to the work of medical schools and Royal Colleges, in line with Strathclyde's mission and specific capabilities as a technological university.

CBG noted the presentation and offered suggestions for its development prior to the Court meeting.

### **3. Net Shape Manufacturing Research Centre**

**[Reserved]**



CBG **approved** the presentation of the NSMRC proposal to Court and **recommended** Court's approval of the proposal. CBG **recommended** that Court delegate authority to Estates Committee to approve selection of a temporary facility, following final approval of the programme, and **recommended** that Court delegate authority to CBG to approve the final contract.

#### **4. USSA Financial Statements 2017-18**

The President of USSA and USSA's Head of Finance & Central Services presented the Student's Association financial statements for the year 2017-18, ahead of presentation to Court. The accounts showed an improvement on the previous year, with a strong cash position at year end. A revised reserves target had been adopted.

CBG discussed the benefits that USSA might gain from its future relocation into the Learning & Teaching Building. This was expected to improve income levels, with significantly greater footfall, upgraded facilities and improved visibility on campus.

It was noted that the USSA had recently won University Student's Association of the Year at the NUS Scotland Awards.

CBG **noted** the financial statements and offered suggestions regarding their presentation to Court.

## Court Membership Group Report to Court

The following item was discussed by Court Membership Group on 18 April 2019.

### Lay member recruitment

The Vice Convener of Court, chairing the meeting, outlined the search process that had been pursued since the February meeting of Court Membership Group (CMG). As agreed at that meeting, the executive search agency FWB Park Brown Ltd had been engaged to produce a longlist of candidates for the two lay member vacancies that would arise from the beginning of academic year 2019-20. In addition, the vacancies had been advertised on the University's website, with prospective applicants directed to FWB Park Brown.

A longlist of **[Reserved]** candidates had been delivered. CMG had been provided with details of all the listed candidates and was invited to select up to five for interview. Following thorough discussion, **[Reserved]** candidates were shortlisted accordingly. CMG also suggested that one further candidate be considered as a potential co-opted member of Staff Committee, should there be a vacancy of this kind.

CMG approved the remaining recruitment process, whereby the shortlisted candidates would be interviewed by the Convener and Vice Convener and would have the opportunity for informal engagement with the Principal, in time for a recommendation to be made to CMG at its June meeting.

## Report to Court from Audit & Risk Committee

The following items were discussed by the Audit & Risk Committee, at its meeting on 21 March 2019, and are provided here for Court to note:

### 1. IAS Activity Report

The Committee noted the good progress against the delivery of the Audit Plan for the current academic year and some small changes in scheduling. It was anticipated that all the planned work would be completed by the September meeting. The Committee noted the following:

- The review of the determination and payment of severance settlements had found no issues of concern.
- IAS had supported the preparation for the UKVI compliance audit by the Home Office, relating to staff, which took place in March.
- IAS had commenced planning for the 2019/20 Internal Audit Plan and, following meetings with stakeholders, would meet with ARC members to share and discuss the draft plans, ahead of submission to the May meeting of ARC.

### 2. IAS Management Action Update Report

The Committee received an update on the progress in addressing various management actions agreed following the conclusion of IAS reviews. Since the last report, 19 recommendations had been implemented and, of the 94 outstanding recommendations, 70% were not yet due. There were no outstanding, high risk recommendations and IAS was satisfied that progress was being made on all of the outstanding medium risk recommendations.

Members were concerned about the length of time it appeared to be taking to finalise the Maintenance Plan, following a recommendation in the 2016/17 Review of Maintenance. An update at the next ARC meeting was requested. Members also questioned the completion date, of 2023, for the Business Continuity work plan. The approved Business Continuity Framework and action plan included a schedule of work until 2023. Consideration was being given to resource allocation with a view to reducing the timescale.

It was noted that the development of a number of policies was recommended in the Review of Sales to Cash and that these had not yet been completed. Members recommended that consideration be given to publishing a basic policy at an early stage which could be enhanced over time, as a potential method of speeding up the process.

### 3. Review of Gifts and Hospitality

The Head of IAS presented a report on the review of Gifts and Hospitality which had assessed the current University policy against sector good practice, considered the level of staff awareness of the Policy and obtained evidence of compliance. The University's current Policy was found to be comprehensive and largely consistent with best practice. Recommendations included a refresh of the Policy by further developing the content and providing additional clarity. IAS had also recommended that the refreshed Policy be communicated to all staff and compliance monitored by the USCO's office and reported to the Audit & Risk Committee on an annual basis.

Members welcomed a more structured approach to recording and monitoring offers of gifts, hospitality and other benefits which would be implemented, for Senior Officers, before the start of session 2019/20. IAS was content with the proposed timescales noting that immediate action had been taken, on the specific issues raised, by the relevant Director.

#### **4. Review of Course Costing**

The Head of IAS presented a report on the review of Course Costing. As this review was fact-finding in nature, audit recommendations had not been raised. There were a number of observations highlighted which IAS noted would contribute to further discussion around the course costing and approval process. Members were pleased that a workshop had been held with Faculties, IAS and Education Enhancement and led by the Vice Principal, to discuss the observations and identify where further action would be beneficial. A number of actions were agreed and these would be added to the IAS Management Action Tracker.

#### **5. Review of Corporate Risk Register**

The USCO introduced the Corporate Risk Register noting that the overall number of risks remained, unchanged, at 17. Following reflection on mitigating actions, likelihood and impact, four high risks had been revised downwards to medium risks leaving 2 risks rated as high. Actions from the Review of Risk Management by IAS were being progressed with Executive Team due to consider the risk appetite in the near future.

Some discussion followed regarding the movement of the Brexit risk. Members were reassured that the University was still modelling possible outcomes, taking every opportunity to influence decision makers and all possible mitigating actions, through a dedicated Business Continuity Group, and that updates were provided at Executive Team meetings. Nevertheless, following discussion, it was agreed that consideration would be given to returning the Brexit risk to its previous 'High' rating, in light of ongoing uncertainty and possible impact.

It was noted that uncertainty remained over the future costs of the USS pension plan. The 2018 valuation was underway and it was hoped that this would reduce the uplift required. In this context, the budget for 2019/20 was based on the worst case scenario.

The Committee **endorsed** the University's top risks and mitigating actions for onward transmission to Court.

#### **6. Review of Committee Effectiveness/ Terms of Reference**

The same questionnaire, developed by PricewaterhouseCoopers LLP (PwC), which had been used the previous year, had been circulated to members. The responses had been largely positive with a few issues raised.

On risk appetite, it was noted that Executive Team was due to consider this in the coming months.

Throughout the year relevant events and training opportunities were highlighted to members. The Annual Workshop was intended as an opportunity for members to receive briefings and to collectively consider development needs. Members also visited two University Departments during the year. It was suggested that Members may wish to visit one of the University's innovation hubs. This suggestion was welcomed by Members and it was agreed that a visit would be arranged to CMAC during session 2019/20.

Steps had been taken to assist members in preparing for meetings by sending reports out as early as possible between meetings and circulating available papers further in advance of the meeting. Enhancement had also been introduced to IAS reports to increase readability and the schedule of business was kept under review.

The Committee undertook its annual review of its Terms of Reference and considered that the current Terms of Reference, approved in September 2017, remained fit for purpose.

**Enterprise & Investment Committee**  
**[RESERVED ITEM]**

## Report to Court from Estates Committee

The Estates Committee met on 18 March 2019 and the following items were among those discussed:

### For Noting by Court:

#### 1. Curran Building, Andersonian Library – Proposals for Level Three

A proposal for the remodelling of level three of the Andersonian Library was presented. The library is the third of the key buildings in the 'Social Sciences and Student Services' quarter, alongside the Lord Hope building and the Strathclyde Sport building, both of which had already benefited from significant investment and refurbishment. The Library itself has been experiencing a steady increase in its numbers. In 2016/17 the student visit numbers exceeded one million for the first time, with students placing more reliance on the expertise of library staff regarding how best to access the vast range of resources available. It was therefore imperative to match the space within the Library to student needs and the growing student population.

The Group was invited to watch a short video which illustrated feedback received from students on the type of facilities and space which they felt would best support the student experience in the future. Three aspects were highlighted in the video:

- Increased facilities for students bringing their own laptops and tablets and increased seating provision
- Improved accessibility
- Increased opening hours

The detailed plans for the area were presented. These included the provision of an additional 170 study seats, in a combination of group working, solo and bookable study space; the upgrading of the computer study centre; the creation of a venue for public engagement for events, seminars and teaching and a family study room. The latter would provide a study space for students with young children, reflecting the changing demographic of the student population and would be designed to be both easily accessible but also separate, so as to contain noise. The Committee was very supportive of the proposals and welcomed the development plans for the library. The family rooms were seen as forward thinking, and while it was acknowledged that the response from the student population to this idea had been mixed, the view of the Committee was that these were essential in a modern University.

It was recognised that the video had managed to embrace most of the requirements being raised by students. The Committee further expressed the view that anything which improved the campus utilisation and student dwell time was positive.

**[Reserved]** The Committee was also advised that, as part of the planning for this project, Estates Services intended to take the opportunity to progress a Planned Maintenance project to install new windows on levels two and three, replacing the current narrow windows, using the same design strategy as was delivered for the Lord Hope Building. The works would greatly enhance the internal space, opening up views of Cathedral Street and maximising daylight, while also improving the façade of the building.

The Committee **approved** the allocation of **[Reserved]** from the Capital Investment Plan for the refurbishment of level three of the Curran Building, as part of the phased redevelopment of the Library and delivery of the Curran Masterplan.

## **2. CHP District Energy Scheme**

A presentation was made to the Committee on the recently completed CHP project. An illustration of the finalised network was shown, demonstrating the sixteen buildings across campus which were now connected up to the Network; plus two further buildings, the Lord Hope and 181 St James Road, which were due to come on stream in June 2019. Additionally, a summary was provided of each of the three elements making up the finalised facility, namely the Energy Centre, the District Heating Network & Electricity Distribution and Integration into Buildings.

The complexities of having carried out the works while the campus was kept operational and the successful delivery of the project were highlighted. The Committee welcomed the news that the Energy Centre was now generating its own electricity and, although the CHP was only recently commissioned, it was reported that cost savings were being realised. The Committee was further advised that, as part of the project works, a corridor had been created to link the Royal College and Strathclyde Union buildings for the first time, which had generated significant interest amongst staff and students. The Committee was also able to view a short video made for the CHP demonstration space, which illustrated the long term legacy from the CHP project and the future expansion plans.

## **3. Heart of the Campus Consultation – Feedback**

A consultation exercise in relation to the Heart of the Campus project had been carried out between December 2018 and February 2019 utilising a variety of means, including meetings with stakeholders, the creation of static display boards, suggestions boxes, weekly digest articles, online surveys and the opportunity for staff and students to cast votes using a 'ping pong' ball voting system. The latter two methods asked for responses on four specific options, namely: 1. turning the arches at the top of Rottenrow Gardens into an indoor space, 2. installing new sheltered seating fixtures, 3. installing new, social seating fixtures and 4. creating an infrastructure to facilitate the set-up of temporary stalls. It was reported that of these four it was option 1 which gathered most votes while option 4 gathered least.

Outwith this group of four however, other development suggestions were made by respondents. These included addressing accessibility issues, the need for a dynamic event space, the use of 'green' technology, the creation of interactive spaces and a desire to increase the biodiversity of the gardens. It was noted that the overriding aims of the project would be the pedestrianisation of the area around the gardens and their landscaping.

It was noted that the Campus Identity Working Group would continue to input to the development of this project and that a number of the ideas listed would be included within a revised design scheme which would in turn be brought back to Committee in May 2019 and, subject to approval, thereafter submitted to Glasgow City Council's Planning department.

The Committee welcomed the work done to date on this development.

## **4. National Manufacturing Institute for Scotland (NMIS)**

A presentation was shown to the Committee providing an update on the NMIS Project, the proposals for which are now at Stage Two (Outline Design). The Committee noted that the proposals were developing positively and that a review of the design would be shortly commenced involving all Main Stakeholders.

## **5. GCID (TIC Zone)**

The Architects for the project presented the work in progress in regard to the Preparation of the Feasibility Study. The Estates Committee noted the progress being made in regard to this project.



**MATTERS TO BE NOTED FROM THE STAFF COMMITTEE MEETING HELD ON 6 MARCH 2019**

The following items are provided for Court's information.

- **NATIONAL PAY NEGOTIATIONS**

The Director of Human Resources reported that the national Universities and Colleges Employers Association (UCEA) 2018/19 pay negotiations with the HE unions had concluded with a final offer from employers of a 2% increase in pay (with higher increases of up to 2.8% for staff on the lowest pay bands). Four of the five nationally recognised Trade Unions had rejected the final offer and statutory ballots for industrial action had been triggered by both Unison and UCU (the University and College Union). Neither ballot had achieved the 50% voting turnout needed to take action therefore no action would ensue on this occasion.

The Director of Human Resources reported that the Universities and Colleges Employers' Association (UCEA) were preparing to commence the next round of National Pay Negotiations with the HE trade unions for 2019/20, and were currently consulting with Universities on the level of increase which was considered affordable.

- **PENSION PROVISION**

The Director of Human Resources and Acting Chief Financial Officer provided an update on pension provision to Staff Committee, which contained a number of elements.

In relation to USS (the Universities Superannuation Scheme), the 2017 valuation had concluded resulting in an increase to employer and employee contributions from 1st April 2019. More significant increases would then be due in October 2019 and in April 2020. Universities UK, who represent the employers, are now working with USS to complete a 2018 Valuation which would supersede the 2017 Valuation. It is hoped that this 2018 Valuation, if it can be concluded by June, will enable the October 2019 and April 2020 currently planned increases for both employers and employees to be avoided. The USS Trustee has stated that a lower level of employer and employee contributions under a 2018 Valuation may be possible, but that this will require employer 'contingent support'. Discussion on the nature and acceptability of this 'contingent support' was on-going.

The Acting Chief Financial Officer advised Staff Committee that USS had indicated that it was minded to grant the requested changes to their exclusivity rules which would enable staff in Grades 1 to 5, who commenced employment between 2002 and 2017, to have the option of ceasing to be active members in USS and to commence accruing benefits in the Local Government Pension Scheme. USS would write formally to the Acting Chief Financial Officer to confirm its decision. Staff Committee **welcomed** this development.

- **EQUAL PAY AND GENDER PAY REPORT**

The Director of Human Resources noted that, as part of its Public Sector Equality Duty, the University was required to publish gender pay gap information every two years and an equal pay statement every four years. The Director highlighted elements of the report for Staff Committee discussion, including the closure of the pay gap by more than 3% and the range of activities which had helped to drive this improvement. The report presented to Staff Committee would be published prior to 30 April 2019.

Staff Committee **noted** its contents and **approved** its publication.

- **STAFF EQUALITY MONITORING REPORT**

The Director of Human Resources noted that, as part of its Public Sector Equality Duty, the University was required to publish an annual report relating to equality monitoring statistics based on the protected characteristics of its staff. The report presented to Staff Committee would be published prior to 30 April 2019.

Staff Committee **noted** its contents and **approved** its publication.

- **REVISED EMERITUS PROFESSOR APPOINTMENT AND REMOVAL PROCESS**

The Director of Human Resources advised Staff Committee of an update to the Emeritus Professor process, which included a process to advise how the honorary title could be rescinded in exceptional circumstances.

Staff Committee **approved** the changes to the process.

SH/GS/CS, 12.04.19