

**UNIVERSITY OF DUNDEE****UNIVERSITY COURT**

A meeting of the University Court was held on 23 April 2007.

Present: Mr JR Milligan (in the Chair), Principal Sir Alan Langlands, Professor RJ Abboud, Mr M Arnott, Ms CA Bain, Professor A Burchell, Mr R Burns, Dr JR Elliott, Mr BWM Johnston, Dr J Lowe, Dr H Marriage, Mr C Murray, Dr AM Roger, Dr LAL Rolland, Mr EF Sanderson, Dr MR Ward and President of the Students' Association.

In Attendance: Vice-Principals Professor DH Boxer and Professor J Calderhead, Secretary, Acting Director of Finance, Directors of Human Resources, Information Services and Strategic Planning, Mr R Isles, and Clerk to Court.

**40. MINUTES**

**The Court decided:** to approve the minutes of the meeting on 19 February 2007.

**41. MATTERS ARISING****(1) Statute 9 (Minute 29(1))**

The Court received a copy of the Privy Council Order dated 22 March 2007 approving amendments to Statute 9, which limit the maximum terms of office of the Chancellor's and Rector's Assessors.

**(2) School of Nursing (Minute 35(2))**

The Secretary reported that discussions were ongoing with Adam Smith College with regard to collaboration in the provision of services and facilities for nursing students in Kirkcaldy. In addition, a recovery plan to address the 2006/7 shortfall in nursing recruitment had been developed, proposing increased intakes and a concerted media campaign to raise the profile of the discipline.

**42. CHAIRMAN'S BUSINESS**

The Chairman extended congratulations on behalf of the Court to Professor Rami Abboud on his recent appointment to a Personal Chair of Education in Biomechanics.

The Chairman reported that he had now had discussions with the four new Heads of College about their plans. He was impressed by the vision and

drive displayed by all four. The Chairman also reported that he had recently attended the Diabetes Fundraising Concert at Perth Concert Hall in aid of clinical research facilities in Perth, Dundee and Forfar. A total of £9,000 had been raised on the night.

#### 43. **PRINCIPAL'S REPORT**

The Court received a report from the Principal (**Appendix 1**).

Noting that the core of the report would be dealt with elsewhere on the agenda, the Principal highlighted some recent achievements. In particular he noted the commendation of the Queen Mother Building in the Green Gown awards, organised by the Higher Education Environmental Performance Improvement project to recognise good environmental performance in UK Universities and Colleges. The Principal drew attention to Professor Roland Wolf's recent award of a Strategic Research Development Grant for post-genomic technologies, and the Principal also reported that Professor Sir David Lane would be returning to the University from Singapore later in the year, when he would also be taking up the part-time post of Chief Scientist for Cancer Research UK.

Additionally, the Principal reported that the First Minister had lent support to the notion of a Scottish Institute for Life Sciences, which the University hoped would be an opportunity for increased funding to the discipline. The University had also received a visit by Mr Alex Salmond MP, leader of the Scottish National Party, who welcomed the announcement of the Disaster Victim Identification initiative.

The Principal also announced that talks had been taking place with the Victoria and Albert Museum (V&A) on the possibility of establishing a permanent presence in Dundee. The V&A Board was supportive of a feasibility study, and Scottish Enterprise Tayside had agreed to fund it. The University was supporting the bid, not only because of the broader economic benefits of attracting people to Dundee, but also because of the opportunity for collaboration and partnership with Duncan of Jordanstone College of Art & Design. It was expected that the feasibility study could be announced publicly in the near future. The study was welcomed by the Rector and other members of the Court as a potentially very positive development for the city and the University.

In answer to a question about UCAS tariffs, the Principal explained that the University was both working to raise its entry standards and committed to the widening access agenda. The University was perhaps performing better in this than some of its competitors, although it was necessary to bear in mind the issue of grade inflation in secondary education and the distorting effect this could have on entry qualifications.

There was discussion of progress for the Research Assessment Exercise, and Professor Boxer re-assured members that issues within Engineering had largely been addressed through the appointment of key researchers in medical technology. Problems in some medical subjects were being

addressed, although hampered by the general difficulty of recruitment to clinical posts. In answer to a question in relation to how submissions were made on collaborative projects with other universities, Professor Boxer was able to reassure the Court that staff were generally assigned to a single institution, which could therefore submit that staff member's research portfolio. Where posts *were* split between institutions, there were well-established rules for agreeing how the submissions would be split.

#### 44. FINANCE

##### (1) Finance & Policy Committee

The Court received the report of the meeting of the Committee on 26 March 2007 (**Appendix 2**).

The Acting Director of Finance introduced the report, noting the Committee's recommendation to approve revised borrowing consents. She noted that the budget-setting process was well underway for 2007/8 and that a draft budget would be submitted to the next Finance & Policy Committee meeting on 21 May.

In response to a point made by the Rector about the clarity of headings in the management accounts, the Acting Director of Finance said that the accounts would be developed to include more detailed analysis.

There was some concern with the disappointing financial position of the Students' Association (DUSA). Court was reminded that it would need to follow DUSA's performance closely, as the University was guarantor of DUSA's borrowings, although the Court acknowledged that DUSA did not represent a major risk for the University.

**The Court decided:** to approve the report.

##### (2) Borrowing Consent

The Court received a report from the Acting Director of Finance outlining the forecast annual cash positions to 2011. An analysis of the forecast operating position and capital commitments showed that the University would exceed its current borrowing limits both in terms of consents from the Scottish Funding Council and its arrangements with its bankers. The paper outlined the current position with regard to approved borrowing and set this against the requirements generated by the forecast cash position. The University held the following consents from the Scottish Funding Council:

- £19m for working capital up to July 2010
- £6m extension for working capital up to July 2008
- £9m to fund the TMRC facility
- £6m to provide a cash injection to the University of Dundee pension scheme

From the projections presented it was clear that these consents would not be sufficient to cover the University's commitments over the medium-term and that consent needed to be sought from the Scottish Funding Council for increased borrowing levels. It was proposed that consent be requested for the extension of the existing £6m working capital facility to July 2010, to be coterminous with the existing £19m facility, and for the establishment of an additional £9m flexible overdraft facility.

The Court acknowledged that the proposed action represented the only effective way of ensuring that the University could meet its requirements, but that it was not an easy resolution to the current difficulties. The University was urged to keep the use of the additional borrowings to the minimum. The Court also acknowledged that the level of borrowing proposed was neither unusual for the sector nor unmanageable, so long as it was supported by an acceptable level of operating surplus.

It was clear from the paper presented that there would continue to be a requirement for borrowings beyond July 2010, but following discussions with officers of the Scottish Funding Council, it was agreed that a revised finance package should be considered in 2-3 years' time, when the University would be able to demonstrate progress on cost reductions, implementation of the recommendations of the sustainability review and progress against income targets in the strategic plan. Additionally, the outcomes of the Comprehensive Spending Review and the Research Assessment Exercise would be clearer as well as the impact of full economic costing on research income.

- The Court decided:**
- (i) to approve a request to the Scottish Funding Council for a flexible overdraft facility of £9m and an extension of the £6m working capital borrowings from July 2008 to July 2010;
  - (ii) to allow the Finance & Policy Committee to review the decision to borrow £6m to provide a cash injection to the pensions scheme.

(3) Financial Management, Accounting and Reporting

The Acting Director of Finance introduced a report which updated the Court on progress in implementing the improvements set out in the internal audit report on Financial Management, which the Court considered at its meeting on 19 February 2007.

From Period 6, income and expenditure was being reported on a full accruals and prepayments basis. Periodised budgets had now been fully inputted to the finance system. Finance staff were currently

working intensively with colleagues from Information Services to produce a set of automated reports, a process which in its later phase was likely to require a major revision of the coding structure. Commitment accounting was being taken forward as part of the e-Procurement project, whose implementation was due to commence on 30 April 2007, initially in the College of Life Sciences and Information Services, before being rolled out to the rest of the University by July 2008. Work was also progressing on ensuring the alignment of cash flow forecasts with revenue and capital budget assumptions.

The internal auditors were preparing a report on business process improvements in the finance function for the Audit Committee meeting on 2 May 2007.

(4) SFC: Main Grants in Support of Teaching and Research

The Court received a note from the Secretary summarising the outcomes of the 2007/8 grant letter from the Scottish Funding Council. The total award to the University of £79.2m represented a 6.2% increase over the 2006/7 grant, and was the second highest increase in Scotland after the University of Edinburgh. This notwithstanding, the grant contained nothing that had not been anticipated, and moreover would not be sufficient to meet the continuing pressures on the budget. As a consequence, the University would undergo a tight budget round for 2007/8, with ongoing requirements to make savings and generate additional income. The increase in the grant reflected the outcomes of lobbying to secure funding to cover the overheads of charity-funded research income and of discussions to rectify an imbalance in clinical funding for dentistry.

(5) Restructuring the University

The Principal introduced a report outlining the costs and benefits of the restructuring of the academic management of the University. He explained the difficulty in compiling such a report in a way that considered all costs and benefits, both direct and indirect, but was confident that the report provided an honest overview of the main factors. On balance the additional costs of selecting and appointing the Heads of College and in creating the College Offices were more than outweighed by the efficiencies of the leaner structure and the expected benefits in terms of research income.

The Court acknowledged that the report addressed the concerns voiced at its meeting on 19 February 2007, and agreed that now was the time to look forward.

Asked about progress on the appointment of a new Director of Finance, the Principal could report that a job description had been agreed and that open advertisements would appear very soon.

#### 45. SUSTAINABILITY REVIEW

##### (1) Implementation Update

The Secretary introduced an update on the implementation of the recommendations contained in the sustainability review. The four colleges and the student and academic support services were taking forward detailed planning on how to achieve the savings required, and detailed proposals had been developed for the academic disciplines mentioned in the report. A first meeting of a group to consider the future of the Botanic Garden had also taken place under the convenership of Professor Peter Gregory, Chief Executive of the Scottish Crop Research Institute. The income generation targets in the sustainability review had now been combined with pre-existing targets.

On behalf of the student body, the President of the Students' Association voiced concerns about the implementation of the recommendations, and urged the University to engage in dialogue with the students before announcing any further changes.

##### (2) Voluntary Severance Scheme

The Director of Human Resources reported on the publication of the details of the Voluntary Severance Scheme (**Appendix 3**). A series of meetings had taken place with the unions on the scheme, and the Remuneration Committee had approved the details. Notes of interest from members of staff were to be lodged with the Director of Human Resources by 30 June 2007, and formal applications would be accepted up to 30 September 2007.

The Court indicated that it was content that the scheme was both sufficiently attractive and affordable. There would be a need to monitor take-up of the scheme closely, however, to ensure that sufficient savings were being generated as a result.

#### 46. CRC AND TMRC – UPDATE

The Director of Strategic Planning reported to the Court that NHS Tayside had agreed to increase its funding of the Clinical Research Centre by a sum in the range of £2m-£2.5m, reducing the shortfall to £1.73m-£2.23m. Further discussion would take place to confirm the precise amount.

Good progress was continuing to be made on the Translational Medicine Research Collaboration laboratory, and it was hoped to begin enabling works in the coming weeks.

47. **SUBSIDIARY AND OTHER RELATED COMPANIES**(1) Company Portfolio

The Court received a report from the Director of Research & Innovation Services identifying those companies in the University's portfolio which could be regarded as realisable financial assets in the longer term. The Court agreed that these assets did not currently represent a significant source of additional funds, although future growth was to be anticipated. The Court did not therefore propose the disposal of any of the assets listed.

(2) Dundee Student Villages

The Court received a report explaining the financial and operating arrangements for Dundee Student Villages (**Appendix 4**). The fact that there had been an urgent need for new and updated student accommodation in the face of the requirements of the Disability Discrimination Act and the Houses in Multiple Occupation regulations was highlighted. With other capital commitments, it was also felt to be unacceptable for the University to increase borrowing to build the facilities on its own. In conjunction with Sanctuary Housing Association and the Bank of Scotland, therefore, the University had set up the charitable vehicle, Dundee Student Villages (DSV), to build the new accommodation and to manage the residences once complete. The terms of the agreement allowed the University to exercise some control, e.g. in deciding the number of rooms it wishes to take, and it was felt that the Housing Association had a similar ethos to the University.

A number of members felt that the current prices were uncompetitive, particularly in the buoyant Dundee market. The Secretary was urged to take to the DSV Board requests to be cautious in setting prices, to consider more innovative marketing ideas and to invite student representatives to the Board meetings.

**The Court decided:** to ask the Secretary to write on behalf of the Court in response to a letter to Court members from the President of Dundee University & College Union.

48. **NOMINATIONS COMMITTEE**

The Court received a report of the Committee's recent deliberations (**Appendix 5**).

**The Court decided:** (i) to approve the recommendation that Dr Janet Lowe be appointed to the convenership of the Human Resources Committee with immediate effect;

- (ii) to approve the recommendation that Mr John Milligan be re-appointed as a co-opted member of the Court for the period 1 August 2007 to 31 July 2011.

#### 49. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report from the meeting of the Senate on 28 March 2007 (**Appendix 6**).

- The Court decided:**
- (i) to confirm the Senate's endorsement of the following recommendations:
    - (a) that the College of Art & Design, Architecture, Engineering & Physical Sciences be renamed the College of Art, Science & Engineering;
    - (b) that the School of Engineering & Physical Sciences be renamed the School of Engineering, Physics & Mathematics;
  - (ii) to approve the draft Academic Calendar for 2007/8;
  - (iii) otherwise, to note the report.

#### 50. COMMITTEE REPORTS

The Court received reports from the following:

Campus Services Committee	27 February 2007	( <b>Appendix 7</b> )
Audit Committee	6 March 2007	( <b>Appendix 8</b> )

**The Court decided:** to approve the reports.

#### 51. TERMINATION OF STUDIES

**The Court decided:** to establish the following *ad hoc* committee to undertake on the Court's behalf, under the terms of Statute 9(5)(b), a review of a decision of the Termination of Studies (Appeals) Committee of the Senatus:

Dr Martyn Ward (Convener)  
Mr Howard Marriage  
Dr David Duncan

52. **STAFF**(1) Professorial and Other Grade 10 Appointments

The Court noted the appointment of the following:

Vikki Entwistle	Personal Chair of Values in Health Care	1 March 2007
Rami Abboud	Personal Chair of Education in Biomechanics	1 April 2007
Martin Pippard	Dean of Medicine	1 April 2007
Aidan Day	Chair of English Literature	1 June 2007
Chak-Sing Lau	Chair of Medicine	1 July 2007
Tracy Palmer	Personal Chair of Molecular Microbiology	1 July 2007
Frank Sargent	Personal Chair of Molecular Microbiology	1 July 2007
Perry Wilson	Chair in History	1 August 2007

(2) Honorary Chaplains

**The Court decided:** to approve the recommendation that Rev Dr Annalu Waller and Rev Andrew Richardson be appointed as Honorary Chaplains, for a period of one year in the first instance from 1 September 2007.

53. **CHAIRPERSON OF COURT**

The Court received a note from the Clerk to Court outlining the procedure for the election of a Chairperson. Mr Milligan's first term of office would expire on 31 July 2007 and an election would need to take place. Mr Milligan was, however, eligible for re-election. Nominations were invited from members in accordance with the procedure note, to be submitted at the latest by 4pm on 15 May 2007.

## APPENDIX 1

### PRINCIPAL'S REPORT (Minute 43)

#### Finance

Questions of finance continue to dominate for the moment. The University is dealing with four interlinked issues:

- (i) the in-year position 2006/7: The forecast operating deficit has increased slightly to £5.5m compared to the position reported to Court on 19 February. This figure will be mitigated by property disposals estimated to be just under £6m giving a small net bottom line surplus but considerable effort is still required to reduce the operating deficit in the remainder of the year. All key items of income and expenditure are being scrutinised on a month by month basis and significant improvements are being made to our management accounting and reporting systems. The cash flow forecast for the current year has improved as a result of external capital and revenue grants and further efforts are being made to maximise grant income from a number of sources.
- (ii) the sustainability review: This issue was discussed in detail at the last meeting of Court and the recommendations of the Sustainability Review Group were accepted in full as a necessary step in securing the medium and long term future of the University. The aim of generating a surplus of 3% of income over expenditure is an exacting target given the operating position in the current year and further steps will be required to reduce costs and improve the overall efficiency of the University. The pace of change will be judged carefully in light of the outcome of the Comprehensive Spending Review (CSR) which will determine higher education funding for the period 2008 to 2011. Discussions have been completed on a University-wide voluntary severance scheme and other aspects of the HR strategy required to support change are under review.
- (iii) 2007/8 allocations: The Scottish Funding Council (SFC) grant for 2007/8 has been confirmed with no real surprises, positive or negative. The overall percentage increase is 6.2% reflecting a main teaching allocation which is broadly as expected (an uplift of 4.4%) and a QR increase of 10.3% which recognises the problem of overheads for charity funded research. There has also been a modest increase in dental funding to rectify a longstanding anomaly on the split between pre-clinical and clinical funding. The publication of the SFC grant signals the beginning of a tough budgeting and resource allocation process in the University with significant cost reductions required in 2007/8. This will be completed by the 11 June Court meeting. The Court will also consider key documents on academic and operational planning at its June meeting and these issues will also be discussed in detail at the 30 May meeting of Senate.
- (iv) Comprehensive spending review: The Universities Scotland bid for the Comprehensive Spending Review has been publicised and submitted informally to the Scottish Executive. The key elements of the bid focus on developing human capital; creating innovation and building internationalism, with a total request for funding of £168m in the period 2008-11, an increase of 15%. The bid was well received by the media and officials in the Scottish Executive but the outcome of the CSR process will not be known until July 2007 and will be conditioned by the outcome of the UK Budget (which signalled a slowing down of growth in higher education spending and increases in the UK science budget) and the Scottish Elections.

It is now clear that public spending in higher education is likely to grow at a much slower pace over the next five years and that this change, coupled to significant cost pressures on pay, pensions and utilities and a much more competitive academic environment, will have to be confronted head on if the University is to continue to improve and develop. There will be a premium on reducing costs, improving efficiency and attracting new streams of capital and revenue income. These issues will be thoroughly debated by Senate and Court over the next few months and perhaps more intensively in the autumn when the pressure of the Research Assessment Exercise has been lifted.

### **Learning and Teaching**

The University has launched two innovative postgraduate programmes in Community Education for people working across the public and voluntary sectors – an MSc in Applied Professional Studies and a BA in Literacies.

A discrete residential unit dedicated to final-year and postgraduate students has been established at the new Seabraes complex.

The University forged new links with the emergent education sector in the Yemen following a visit by high-ranking officials including alumnus Dr Hussein Al-Gunied, Yemeni Deputy Minister of Environment. The officials were received by Vice Principal James Calderhead and senior staff in engineering, medicine, environmental science and at the Centre for Energy, Petroleum & Mineral Law and Policy and a memorandum of understanding was signed which gives broad agreement to looking further into collaborations involving staff and students.

A compilation of figures over the five years since 2002 verifies that over this period applications have increased by 28% while entrance qualifications have gone up by over 30% from 300 UCAS tariff points in 2002 to 393 in 2006.

Three new masters programmes were launched in architecture, mechanical engineering and computer animation. They will be introduced in September by the College of Art, Science & Engineering.

The School of Accounting and Finance launched with a special event for academics, professionals and local businessmen and women designed to enhance their profile and commercial partnerships.

### **Research and Commercialisation**

The Northern Research Partnership – a three way collaboration between Dundee, Aberdeen and Robert Gordon universities - launched to establish groups of research excellence in engineering and related disciplines. The initiative has received more than £8 million funding from the Scottish Funding Council to respond to the challenge of increased international competition in engineering research. About £3.5m will be allocated to Dundee to support initiatives in civil engineering, medical technology and computing. The NRP will collaborate, through the proposed over-arching Scottish Research Partnership, to raise the international competitiveness of Scottish engineering research and postgraduate training.

The University and NHS Tayside reached a milestone agreement to work together in the new £15m Clinical Research Centre (CRC), part of a vision for translational medical research. NHS Tayside has agreed to contribute £2-2.5m to the project in addition to the £0.66m they have already committed to the CRC. The project will develop innovative facilities with direct benefit for patients suffering from diseases including cancer, coronary heart disease and diabetes. The partnership will ensure that Tayside is positioned as a key participant in the development of interlinked centres of excellence in translational medicine, informatics, clinical research and patient care.

SINAPSE – the research pooling initiative has been awarded a total of £7 million by SFC to develop imaging in neurosciences. The award is jointly made to the collaborators - Dundee, Edinburgh, Glasgow, St Andrews and Stirling universities and will provide valuable infrastructure and research capacity in this rapidly developing area. Dundee expects to receive in the order of £1m. These facilities will form part of the Clinical Research Centre.

RAE preparation continues and the current emphasis is on appropriate staff selection for submission.

Members of the Social Dimensions of Health Institute have met to further activities in this area with both universities represented across a wide range of disciplines. A number of research themes have been identified and further research meetings are planned to take this forward.

Activities are developing at the Institute for Medical Science and Technology, IMSAT – a joint initiative between the Universities of Dundee and St Andrews with a commercial dimension aimed at developing medical devices. Funding of £322k has been received from Scottish Enterprise to fund four pilot projects initially and to develop a pipeline of potential projects for the future.

### **Honorary Degrees**

The following will receive honorary degrees at the ceremonies in June and July:

Margaret Catley Carlson, international figure in water law;

Carol Anne Duffy, award winning poet;

Philip Pullman, prize winning author;

Gerald Scarfe, cartoonist and illustrator;

Georges Henry Erasmus, First Nation leader;

Ettore Sottsass, architect and designer;

Thomas Heatherwick innovative designer, sculptor, architect;

Professor Sir Tom Blundell, leading biochemist and science policy advisor;

Professor Piet Borst, leading bioscientist;

Professor Joyce Thompson, Director International Confederation of Midwives;

Jacqueline Wilson, best selling children's author;

Professor Sir Alfred Cuschieri pioneer and leader in endoscopic surgery.

### **Awards**

Dr Kei Sakamoto, Life Sciences has been awarded the New Investigator Award 2007 by the American Physiological Society.

Professor Sir David Lane has been appointed Chief Scientist for Cancer Research UK and Chair of Singapore's Biomedical Research Council – part-time roles which will complement his main research work at the University of Dundee from the end of this year.

The Queen Mother Building was highly commended in the annual Green Gown awards organised by the Higher Education Environmental Performance Improvement project to recognise good environmental performance in UK Universities and Colleges. The building has already won the Sustainability Award 2006 from the Royal Institute of Chartered Surveyors Scotland, was named the Building of the Year by Dundee Civic Trust and the National Rendering Association, and was highly commended by the Dundee Institute of Architects.

Third year planning student Frances McKernie from Dundee, has won the Dundee Civic Award 2007 for his planning proposals for the Lochee area.

The Royal Society has awarded a Royal Society Wolfson Research Merit Award to Professor Irwin MacLean, College of Medicine Dentistry and Nursing in recognition of his outstanding contribution to his discipline.

Jonathon Falla, Royal Literary Fund Writing Fellow was awarded one of 10 prestigious Creative Scotland Awards worth £30,000 to write about life in 16th century Europe and the impact of war and disease on the lives of children.

Professor Geoff Gadd and Professor Malcolm Horner have been made Fellows of The Royal Society of Edinburgh in recognition of their contributions to their disciplines. Professor Horner was also honoured by the Institute of Civil Engineers.

Dr John Rouse, a principal investigator in the College of Life Sciences has been awarded the prestigious 2008 Colworth Medal – the most distinguished award for young biochemists.

Duncan of Jordanstone fine art graduate Jackie Anderson won the £10,000 RSA Alastair Salvesen painting and travel scholarship 2007.

A team of four students of town and regional planning won the annual Planning magazine competition on planning questions. Gregor Spence, Alison Waite, Stewart McNally and Jamie Scott were jointly awarded a cheque for £500.

Alan Clelland student of applied computing won a UK wide competition run by the Higher Education Academy for his development of reusable learning objects (RLOs) used for teaching students online. The work is part of his honours project.

Philippa Riley, PhD student at the School of Computing has received an award to make a presentation on her work on music technology for dementia sufferers before an international audience at The Creativity & Cognition Conference in Washington.

### Events

The Sports Union's Blues and Colours Awards Ceremony celebrated an outstanding year for sport at the University. This was exemplified by Ross Clark and Morag McClarity's participation in last year's Commonwealth Games and by the significant number of Dundee athletes being selected to represent Scotland and Scottish University Sport. Congratulations are particularly due to the Fencing, Badminton and Water Polo Clubs for reaching the BUSA (British University Sport) finals this year.

The Dundee International Book Prize, a joint venture with Dundee City of Discovery Campaign and publishers Polygon, was awarded to France-based author Fiona Dunscombe for her book *The Triple Point of Water*. Fiona received £10k and publication by Polygon with extensive media coverage of the prize. James Naughtie delivered the keynote speech.

The Scrymgeour Seminar Series has continued with high profile speakers - Aidan O'Neill QC, of the Faculty of Advocates who spoke on the status of the Crown in Scots law and leading expert on the European Union, Professor Panos Koutrakos of Bristol University who examined foreign policy over 50 years of European integration. Also at the invitation of the School of Law, Lord Turnbull, one of the most senior judges in the country presided over the final of the University's mooted competition.

The refurbished West Park Centre re-launched with a fundraising dinner in support of the University's Diabetes Research Campaign. Sanctuary gifted to the campaign £100 for every person present – a total of over £8k. Jack Perry, chief executive of Scottish Enterprise gave the keynote address.

A successful fundraising concert was held on 14 April 2007 at Perth Concert Hall in support of the Diabetes Research Campaign.

Professor Lord Robert Winston is to give the Greatest Minds Lecture on 25 April at 6pm in the Bonar Hall. Lord Winston, who is well known for his popular science programmes, is Emeritus Professor of Fertility Studies at Imperial College and runs a research programme in the Institute of Reproductive and Developmental Biology on improvements in transgenic technology. He will speak on 'The Science Delusion'.

Steve Bell, Guardian cartoonist delivers the next Saturday Evening Lecture on 28 April at 6pm in the D'Arcy Thompson Lecture Theatre: 'Do Politicians Look Funny?'

Alan Langlands  
April 2007

## APPENDIX 2

### FINANCE AND POLICY COMMITTEE (Minute 44(1))

A meeting of the Committee was held on 26 March 2007.

Present: Mr B W M Johnston (Convener), Principal, Professor D H Boxer, Professor A Burchell, Mr J Milligan, Mr E F Sanderson and Dr M R Ward.

In Attendance: Secretary, Director of Strategic Planning, Director of Information Services, Acting Director of Finance, Associate Director of Finance and Mr G A Campbell.

#### 1. MINUTES OF PREVIOUS MEETING

**Resolved:** to approve the minutes of the meeting held on 29 January 2007.

#### 2. MATTERS ARISING

##### (1) Borrowing (Minute 2(1)) (Commercial – In Confidence)

- Resolved:**
- (i) to note that, as at 16 March 2007, no funds were drawn on the Barclays revolving credit facility of £20m, but that full draw down is projected by the end of May 2007;
  - (ii) to note that Scottish Funding Council approval is expected imminently to increase the revolving credit facility to £25m, along with approval for a term loan of £9m to fund the construction of the TMRC building;
  - (iii) to note that Scottish Funding Council approval was obtained in January 2007 for a £6m term facility to fund an injection of cash into the University's pension scheme, but that the facility agreement will not be signed off until the Convener and the Acting Director of Finance are satisfied that the case for this borrowing still stands;
  - (iv) to note that an overdraft facility of up to £9m has been offered by Barclays and discussed in principle with the Scottish Funding Council;
  - (v) to note that Barclays are fully aware of the University's financial position;
  - (vi) to invite the Acting Director of Finance to arrange for Mr Chris Smith of Thomas Miller to attend the next Committee meeting to give background on future interest rate prospects and the University's future borrowing needs;
  - (vii) to invite the Acting Director of Finance to assess the impact of short-term borrowings on Net Current Assets/Liabilities at the year end and to consider possible options to mitigate this impact.

##### (2) Management Accounts Improvements (Minute 2(2))

The Acting Director of Finance reported that Period 6 had been taken to a full 'hard-close' and that the resulting half-year financial statements had been audited by the external auditors, Ernst and Young. From Period 6 onwards, income and expenditure is being reported on a full accruals and prepayments basis, which represents a significant milestone in changing the University's management accounting processes.

- Resolved:**
- (i) to note that a project plan to input periodised projects to the finance system by the end of March is currently being carried out;
  - (ii) to note that Finance staff are currently working with colleagues from Information Services to produce a set of automated reports. These reports would replace the current system of downloading summarised data from the finance system. The new system will offer significant flexibility in future to budget holders at all levels of the University in the design of reports to suit their financial management needs;
  - (iii) to note that Commitment Accounting is being taken forward as part of the e-Procurement project, commencing in April. The new system, which will be key to improving the forecasting of non-pay expenditure, will be piloted in Life Sciences and Information Services, before being rolled out to the rest of the University;
  - (iv) to invite the Acting Director of Finance to liaise with Professor Burchell and Dr Ward with a view to establishing whether anything can be done in the short term to utilise the information held at School level in the Hyperdata System for financial forecasting;
  - (v) to note that the Associate Director of Finance is investigating whether the year-end forecast will be affected by additional depreciation on in-year completions of capital spend.

(3) Financial Sustainability (Minute 4)

The Secretary reported on discussions with the recognised trade unions about a voluntary severance scheme.

(4) Residences (Minute 5)

The Secretary reported that a marketing drive was being carried out to try to encourage continuing students to stay in residence. Discussions were taking place with the University of Abertay Dundee about possible use of accommodation by their students. It was noted that the lease on accommodation at Taymills expires in 2011. Consideration is also being given to using 44 rooms at Westpark all year round for conference use or for visitors to the University. It was noted that this would need advance and effective internal marketing.

The Acting Director of Finance reported that the Board of Dundee Student Villages had decided not to update the business model at this time. It was therefore agreed that the existing business model should be reviewed at the next meeting of this Committee.

### 3. PROCUREMENT UPDATE

The Acting Director of Finance reported that the Central Purchasing Office moved from the Gardyne Road Campus to the City Campus (Caird Cottage) on 26 January 2007. This was also seen as an opportune time to change the Department name to Procurement Office reflecting better the work undertaken, and in line with the McClelland Report recommendations.

- Resolved:**
- (i) to note the efficiency savings facilitated by the Purchasing/Procurement Office between 1 August 2006 and 28 February 2007;
  - (ii) to note the collaborative work with Dundee College and with the University of Abertay Dundee;

- (iii) to note progress with the CAPS Project (Commitment Accounting and Advanced Procurement Services), which is scheduled to be fully implemented in the University by 31 July 2008;
- (iv) to invite the Secretary to confirm to a future meeting that Heads of Colleges and Directorates have informed their staff about the new Purchasing Manual;
- (v) to note that the Principal and Professor Boxer will resolve issues related to the purchase of an MRI scanner outwith the meeting;
- (vi) to review whether expertise on the procurement of specialist equipment exists within the Procurement Office and, if not, whether this is a function with which APUC Ltd. could assist.

#### 4. MANAGEMENT ACCOUNTS

The Acting Director of Finance reported that the forecast operating deficit had increased slightly to £5.5m compared with the Period 5 position reported to Court on 19 February 2007. The cash flow forecast had improved as a result of external capital and revenue grants, with total borrowings at the year-end currently forecast to be £2.9m above the borrowing limit of £20m plus temporary borrowing of £5m. It was noted that considerable effort continues to be exerted both to reduce the operating deficit and to improve the cash flow position.

- Resolved:**
- (i) to note that the operating deficit to date is £3m, compared with a budget to date of £0.5m (before disposals and FRS17), and a forecast operating deficit of £5.5m;
  - (ii) to note that the introduction of a full accruals-based month end process has led to broad consistency between the year to date and year-end figures;
  - (iii) to note that each major income stream is being reviewed in order to ensure that cash inflows are taken as early as possible and that, where possible, equipment and maintenance costs are being deferred;
  - (iv) to note that, with effect from 8 February 2007, all vacancies have been frozen with the exception of posts which are externally funded and / or critical to the Research Assessment Exercise;
  - (v) to note that there had been real concern at the Audit Committee at the lack of progress made on issues flagged up by the internal auditors, but that significant improvements were now being implemented;
  - (vi) to note that the capital programme is under constant review and that intensive discussions are taking place with the NHS, Charities, Scottish Enterprise and other partners in order to secure additional capital funding for a number of key schemes;
  - (vii) to note that the Principal and Ms Newton had reviewed the University's disposals strategy;
  - (viii) to thank the Acting Director of Finance for the enhanced notes accompanying the management accounts and to request that this format be maintained;
  - (ix) to recommend to Court the submission of a request to the Scottish Funding Council for consent for the 364-day overdraft facility offered by Barclays of up to £9m in addition to the limits already approved, giving an overall limit of £34m excluding pensions and TMRC. The Committee emphasised that every effort should be

made by management to minimise the utilisation of the £9m overdraft facility, which should not be seen as an easy resolution of current difficulties;

- (x) to note that the budget for 2007/8 would be finalised in June 2007;
- (xi) to invite the Acting Director of Finance to report to the next meeting on the respective contributions of 'teaching' and 'research'.

5. **DIRECTOR OF FINANCE: UPDATE ON RECRUITMENT PROCESS**

The Principal reported that bids were currently being considered from 4 recruitment consultants. It was anticipated that the post would be advertised in mid April.

6. **FINANCE DIRECTORATE RESOURCES ASSESSMENT**

The Acting Director of Finance reported that the focus was on encouraging and motivating staff to 'work smarter with new processes' and that the management structure of the Finance Office was being reviewed, along with capabilities.

New staff members had been appointed in Management Accounting and to assist with monitoring cash flow. In future, additional resources might be required in Research Finance to facilitate the provision of management information. A case could also be made for the Finance Office being resourced to provide more extensive business planning support to Colleges and Schools.

7. **SCOTTISH FUNDING COUNCIL GRANT LETTER 2007/8**

The Acting Director of Finance reported that the Main Grant letter setting out funding for Scottish HE institutions for teaching, research and infrastructure was published on 22 March. These grants account for over 40% of our income. 2007/8 is the last year of the current Spending Review period, and the funding increases were much as expected.

8. **UPDATE ON THE CRC AND THE TMRC**

The Director of Strategic Planning reported that, following negotiations, NHS Tayside had agreed to increase its investment in the CRC (Clinical Research Centre) development at Ninewells Hospital and Medical School by a further £2-2.5m. In addition, NHS Tayside will seek to obtain the full cost of the PET/CT scanner from the Scottish Executive. These contributions reduce the shortfall on capital to a sum in the range £1.73m to £2.23m and a number of options to reduce or eliminate this shortfall are being explored.

Design work is advanced for the TMRC (Translation Medicine Research Collaboration) and enabling works will commence in May 2007. The terms of Scottish Enterprise's contribution of £1.5m have been agreed and Scottish Funding Council agreement to the proposed loan funding of the major part of the construction has been obtained.

9. **DUNDEE UNIVERSITY STUDENTS' ASSOCIATION (DUSA)**

The Acting Director of Finance reported that DUSA accounts for 2005/6 were being finalised, and that a break-even position was forecast for 2006/7, as compared with a budgeted surplus of £110K, with a forecast worsening position in future years.

**Resolved:** to note with concern the DUSA forecast position and to continue to review the position in light of the University's position as guarantor of DUSA's borrowings to the extent of £1m.

10. **KEY TARGETS: STRATEGIC PLAN 2012 / SUSTAINABILITY REVIEW**

**Resolved:** to invite the Director of Strategic Planning to produce a report for the May Finance and Policy Committee meeting.

## APPENDIX 3

### VOLUNTARY SEVERANCE SCHEME (Minute 45(2))

#### Background

The Strategic Review has highlighted the need to make financial savings, partly through a reduction in the numbers of staff employed. The University Court approved this principle at its meeting on 19 February 2007. The aim of the HR Strategy is to achieve such savings by voluntary and other means and every effort will be made to avoid compulsory redundancies. The action plan outlined below, sets out the policies to be adopted in the short to medium term to support the aim of achieving financial sustainability for the University. Such policies will be fair and transparent and will adhere to the following principles:

- The policies and procedures will apply to all categories and grades of staff employed by the University.
- They will take account of existing employment legislation and current
- University policies, including our commitment to equality and diversity.
- There will be full discussion and consultation with the trade unions regarding the policies, at the earliest opportunity.
- Voluntary severance will only be agreed to where it is considered in the best interest of the University.

#### Method

All staff will be informed of the possible availability of the following:

- Voluntary severance
- Redeployment
- Part time working

All managers have been asked to take account of:

- Natural turnover
- Retirement profiles
- Freezing of vacancies for core-funded positions.

#### Voluntary Severance Scheme

All staff employed by the University may apply under this scheme. There will be no automatic right to a severance package and only cases that are in the University's best interest will be recommended for approval. **Voluntary severance will be made available to staff who meet the criteria as outlined below and who volunteer to leave.**

**Notes of interest in the voluntary severance scheme are sought by 30 June 2007.**

Formal applications for the scheme will be accepted up to **30 September 2007** after which time the scheme will close and will no longer be available.

The package available will be in the form of a lump sum voluntary severance payment, equivalent to one years' gross salary, that is, equivalent to the employee's current salary. Such payments will be inclusive of statutory redundancy provisions. Contractual payments only will be included in any calculation on the gross salary.

Some individuals may wish to use their lump sum payment to make additional voluntary contributions (AVCs). In addition, if staff are in a pension scheme where people aged 50 to 59 may retire without a reduction in benefits if strain on funds costs are paid, these costs will be borne by the University.

Staff are invited to explore these and other options which may be available in this regard. What is possible for individuals may be dependent on the rules of their pension scheme. Individuals wishing to find out more should discuss their options in relation to their pension with the University Pensions Officer, Mrs Clare Niven who can be contacted on ext 84044 or by email at [c.i.niven@dundee.ac.uk](mailto:c.i.niven@dundee.ac.uk)

Lump sum payments will be made having regard to the relevant legislation on taxation. Up to £30,000 of any voluntary severance payment can be paid to an employee without any deduction of tax or National Insurance Contributions (in accordance with the Inland Revenue limit).

The University will provide a range of support services including courses in preparation for retirement and career counselling programmes, to assist staff where applications for voluntary severance have been approved.

#### **Procedure for Applying for Voluntary Severance**

1. All staff will be informed of the availability of the scheme. Staff may note a confidential interest in the scheme and request further information by writing to the HR Director, Mrs Pamela Milne. Such enquiries will be dealt with by the HR Director or the Deputy HR Director, Mrs Julie Strachan.
2. Individuals who have noted an interest in the scheme will be sent confirmation of their lump sum payment. At this stage the individual may also want to meet with the University Pensions Officer, Mrs Clare Niven if there are pension issues to discuss.
3. Having received the relevant information, the individual, if wishing to proceed, would formally apply in writing to the HR Director, to be considered for Voluntary Severance. Such requests will then be passed to the relevant Head of College or in the case of Support Services staff to the University Secretary.
4. The Head of College/University Secretary will then consider if the criteria for granting Voluntary Severance are met. A written statement should then be forwarded to the HR Director to confirm whether the case is being supported or not.
5. The cases will then be considered by the Senior Management Team for approval. These decisions then going forward to the HR Committee and Finance and Policy Committee for information.
6. Individuals will be informed by the HR Director regarding the outcome of any application.

The advice sought from the Heads of Colleges and the University Secretary regarding who might be considered for voluntary severance will relate to the following criteria:

#### **Criteria for determining whether academic members of staff are given voluntary severance packages, (academic staff being defined as those involved in teaching and research):**

1. Confirmation that the post will not be refilled and will result in a financial saving to the University, within the timeframe required by the Sustainability Review Report.
2. Assessment of the quality of the member of staff's research work.
3. Assessment of the quality of the member of staff's contribution to earning research income.
4. Assessment of whether the member of staff's subject expertise is essential to teaching programmes.
5. Assessment of the member of staff's contribution to the development of postgraduate provision and securing income from that source.
6. Assessment of the member of staff's contribution to earning income from other activities.
7. Assessment of whether the individual can be usefully redeployed.

#### **Criteria for whether support staff are given voluntary severance packages, (support staff being defined as administrative, library, ITS, technical, clerical and manual staff):**

1. Confirmation that the post will not be refilled and will result in a financial saving to the University, within the timeframe required by the Sustainability Review Report.

2. Assessment of whether the individual has skills and expertise which could not be covered by other members of staff.
3. Assessment of whether workload levels in the relevant unit justify current staffing levels, having regard for potential efficiency improvements.
4. Assessment of whether the individual can usefully be redeployed.

The relevance of the post to the long-term strategic needs of the University/College/Unit will also be taken into account together with financial constraints as appropriate.

On the basis of the information available a decision on whether or not to recommend approval will be taken by the SMT, such recommendations then going forward to the HR Committee and the Finance and Policy Committee for information.

#### **Part Time Working**

It may be that for some staff, a move to a part-time position would be possible and desirable. Such applications should be considered providing it is possible from a business point of view and providing savings are accrued from such an arrangement. Please note that staff do not have an automatic right to work part-time but such requests will be fully and seriously considered. There would of course be pension implications in moving to part-time working and these should be explored with the University's Pension Officer, Mrs Clare Niven. Requests should be sent to the Director of HR and would then be discussed and considered by the Heads of College/University Secretary.

#### **Further Information**

Any matters relating to information contained in this paper can be discussed with the Director of Human Resources, Mrs Pamela Milne or the Deputy Director of Human Resources, Mrs Julie Strachan. Both are located on the 7<sup>th</sup> floor of the Tower Building on the University's City Campus and can be contacted on exts: 84014 or 84326 respectively or by email on [p.a.milne@dundee.ac.uk](mailto:p.a.milne@dundee.ac.uk) or [j.m.strachan@dundee.ac.uk](mailto:j.m.strachan@dundee.ac.uk)

## APPENDIX 4

### DUNDEE STUDENT VILLAGES (Minute 47(2))

In 2004, recognising the urgent need to significantly upgrade its residences and satisfy the requirements of the Disability Discrimination Act and the Houses in Multiple Occupation regulations, the University signed an agreement with a not-for-profit housing association (Sanctuary Housing Association) and the Bank of Scotland to build new accommodation and to manage both the new residences and existing accommodation over a 35 year period. The agreement also covered the university's conferencing facilities at West Park. The total capital investment will run to some £50m.

At the time the deal was struck, the large majority of residences staff were transferred to the employment of Sanctuary Management Services (a subsidiary of Sanctuary Housing Association) on their existing terms and conditions.

The agreement excluded the Tay Mills residence, which the University leases until 2011 and which will remain under University management until that date.

The University, Sanctuary and the bank created a charitable vehicle – Dundee Student Villages – to run the residences (excluding Tay Mills). The University appoints two trustees out of six to the board of DSV. A trading subsidiary called West Park Ltd was set up to manage the conferencing business. Profits from the subsidiary are at the disposal of DSV and are used to defray residences costs. Rents are set by the DSV board to take account of the repayment costs of building the residences and running costs.

DSV has built 1,100 en-suited, self-catered rooms at Belmont, Heathfield, Seabraes and West Park. These replaced old residential accommodation at Peterson, Wimberley, Springfield, Belmont, Airlie Place and Roseangle, which was no longer fit for purpose and which was operating under time-limited houses of multiple occupancy (HMO) licences from the local authority.

At the end of the 35 year contract period all the assets revert to the ownership of the University.

All residential accommodation is marketed through the University's Residences Office and all student letting contracts are with the University.

DSV made losses in 2004/5 (when the number of available rooms was greatly reduced due to building works) and in 2005/6 (during which building works were continuing, affecting both occupancy rates and use of the conferencing facilities). The University consolidates one third of the DSV's losses in its annual accounts (£386,000 over the two years), but this has no impact on the University's cash position. 2007/8 will be the first year during which the full range of student accommodation will be available to students.

The annual accounts for 2005/6 show deferred income of £3,008,000. The deferred income is spread over the 35 year period of the contract and has no impact on the University's cash position.

Partly on completion of the deal and partly on completion of the new residences, the University received a net capital receipt of nearly £5million and will earn approximately an additional £11 million from the disposal of old residences which are now surplus to requirements. As the accounts for 2005/6 show, the University had originally anticipated a receipt of £6.5million; this figure was reduced once the true construction costs of the residences (i.e. following competitive tender with construction companies) were known.

The University decides each year how many rooms in DSV it wishes to take. It pays only for those rooms it nominates to. While the University thus limits its exposure to variations in student demand for accommodation, it remains the funder of last resort and therefore has a continuing interest in ensuring the viability of DSV. The University retains a percentage of the income from student residences fees to cover the running costs of the Residences Office.

9% of the DSV beds (the new build at West Park) have only just been completed. Discounting these incomplete residences, the University occupies 94% and current vacancies are in keeping with normal expectations. The occupancy rate at Tay Mills, where rents are lower but the accommodation is more basic, is 60%.

Costs of accommodation within Dundee Student Villages are broadly equivalent to similar new-build developments when considered as a whole package, including utilities etc. Students at Dundee have the option to take up a 38-week let instead of the 52-week let that is generally employed in the private sector. For students who wish to stay all year round, we are offering 52 week lets for the price of 45 weeks. We are also establishing a postgraduate/upper year residence to appeal to students at these stages.

The University remains committed to Dundee Student Villages, which has proved an efficient structure for delivering high quality new buildings and residences. We would be happy to provide more information to Court members or to offer tours of the facilities as required.

**APPENDIX 5****NOMINATIONS COMMITTEE  
(Minute 48)**

Discussions among the members of the Nominations Committee took place by correspondence over the period 11 to 17 April 2007.

**Participants:** Mr JR Milligan<sup>1</sup> (Convener), Principal Sir Alan Langlands, Professor A Burchell, Mr R Burns, Mr BWM Johnston, Dr J Lowe<sup>2</sup>

**Correspondent:** Clerk to Court

**1. CONVENERSHIP OF THE HUMAN RESOURCES COMMITTEE**

The Committee considered the proposal to appoint Dr Janet Lowe as Convener of the Human Resources Committee, following the departure of Ms Esther Robertson. Dr Lowe had already indicated her willingness to take on the role.

**Resolved:** to recommend to the Court that it approve the appointment of Dr Lowe to the convenership of the Human Resources Committee with immediate effect.

**2. CO-OPTION OF LAY MEMBERS OF COURT**

The Committee considered the proposal to approve the appointment of Mr John Milligan to the Court for a second term of four years from 1 August 2007. Mr Milligan had already indicated his willingness to serve a second term on the Court.

**Resolved:** to recommend to the Court that it approve the renewal of Mr Milligan's appointment as a co-opted member of the Court for the period 1 August 2007 to 31 July 2011.

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<sup>1</sup> Mr Milligan did not participate in discussion of Item 2.

<sup>2</sup> Dr Lowe did not participate in discussion of Item 1.

## APPENDIX 6

### COMMUNICATIONS FROM THE SENATUS ACADEMICUS (Minute 49)

#### 1. UNIVERSITY COURT

The Senatus received a communication from the meeting of the University Court held on 19 February 2007.

**The Senatus decided:** for its part, to approve the report.

#### 2. PRINCIPAL'S REPORT

On the finance section of his report, the Principal noted the importance of maintaining a positive development agenda for the University, while addressing the findings of the Sustainability Review. Current examples of that agenda included the research pooling initiative referred to in his report. The combination of the outcome of the Sustainability Review, possible future reductions, in real terms, in core funding and increased competition for Research Council resources was likely to drive a change in the University's future shape. This change in shape could be reflected in a significant increase in the number of taught postgraduate students, thereby altering the composition of the current student population, and a change in the current balance of funding for research obtained from charities and the Research Councils. The entire academic community, including the student body, would be involved in determining this future shape, which would require a greater degree of reflection and debate on the options for change than has occurred previously.

The Principal also observed that it seemed likely that the final outcome of the Universities Scotland bid for the Comprehensive Spending Review, referred to in his report, would not be available until September 2007.

**The Senatus decided:** to note the report.

#### 3. COLLEGE BOARD OF ART & DESIGN, ARCHITECTURE AND ENGINEERING & PHYSICAL SCIENCES

- The Senatus decided:**
- (i) to endorse to the Court the recommendation in paragraph 2(1), that the College's name be changed to the College of Art, Science and Engineering (CASE);
  - (ii) to endorse to the Court the recommendation in paragraph 7(4)(ii), that the School of Engineering & Physical Sciences be changed to the School of Engineering, Physics and Mathematics.

#### 4. RECTORIAL ELECTION - 16 FEBRUARY 2007

**The Senatus decided:** to note that Mr Craig Murray was elected Rector for three years.

#### 5. DRAFT ACADEMIC CALENDAR 2007/8

The Senatus received the draft Academic Calendar for 2007/8.

**The Senatus decided:** to forward the draft Calendar to the Court for approval (annex).

**ACADEMIC CALENDAR 2007/8**August 2007

17	Fri		Last day of resit examinations	
24	Fri		Last day for announcement of results	
			Last day for issue of Termination letters	
28	Tues	C	Finance and Policy Committee 2pm	

September 2007

3	Mon	C	Court Retreat	
			Last day for lodging appeals	
7	Fri		Last day for School Committee Termination meetings	
10	Mon		First issue of Termination of Studies (Appeals) Committee agenda	Wk 0
			Beginning of Session	
11	Tues	C	Senior Management Team 8.30am	
		C	University/Amicus MSF Joint Committee 2pm	
12	Wed	C	University/Amicus/Unison Joint Committee 2pm	
13	Thur	C	Educational & Research Forum 3pm	
14	Fri	S	Termination of Studies (Appeals) Committee 9.15am	
			Last day for Matriculation	
17	Mon		Semester 1 begins	Wk 1
18	Tues	C	Health & Safety Sub-C 10am	
19	Wed	S	Postgraduate Affairs Committee 2pm	
20	Thur	S	Research Committee 12 noon	
21	Fri	C	University/UCU Joint Committee 10am	
		S	Library & Information Services Committee 2pm	
24	Mon		College Board of Art & Design, Architecture and Engineering & Physical Sciences 4pm	Wk 2
25	Tues	S	Honorary Degrees Committee 10am	
			College Board of Arts & Social Sciences 4pm	
			University Opening Service 5.15pm	
26	Wed	C	Senior Management Team 8.30am	
			College Board of Medicine, Dentistry & Nursing 4pm	
27	Thurs	S	Learning and Teaching Committee 10am	

			College Board of Life Sciences 4pm	
28	Fri	C	Campus Services Committee 10am	
<u>October 2007</u>				
1	Mon		Dundee Autumn Holiday	Wk 3
3	Wed	C	Audit Committee 2pm	
8	Mon	C	Finance and Policy Committee 2pm	Wk 4
9	Tues	C	Human Resources Committee 2pm	
10	Wed	S	Senate 4pm	
11	Thurs	S	Recruitment, Admissions and Development Sub-C 2pm	
15	Mon	S	Academic Quality Sub-Committee 10am	Wk 5
16	Tues	C	Senior Management Team 8.30am	
		S	Advisory Group on Appeals & Complaints Procedures 11am	
17	Wed	S	Postgraduate Research S-C 9am	
22	Mon	C	Court 2pm	Wk 6
29	Mon			Wk 7
31	Wed	C	Senior Management Team 8.30am	
<u>November 2007</u>				
5	Mon		Remuneration Committee 10am	Wk 8
			Academic Council Standing Committee 1pm	
6	Tues	C	Risk Management Monitoring Group 10am	
7	Wed	S	Postgraduate Affairs Committee 2pm	
8	Thurs	S	Research Committee 12 noon	
9	Fri	S	Library and Information Services Committee 2pm	
12	Mon	S	Learning and Teaching Committee 10am	Wk 9
			College Board of Art & Design, Architecture and Engineering & Physical Sciences 4pm	
13	Tues	C	Campus Services Committee 10am	
			College Board of Arts & Social Sciences 4pm	
14	Wed	C	Senior Management Team 8.30am	
		S	Postgraduate Taught S-C 10am	
			College Board of Medicine, Dentistry & Nursing 4pm	
15	Thurs		College Board of Life Sciences 4pm	

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19 Mon Academic Council 1pm Wk 10  
26 Mon C Finance and Policy Committee 2pm Wk 11  
27 Tues C Senior Management Team 8.30am

December 2007

3 Mon C Audit Committee 2pm Wk 12  
Semester 1 examinations begin  
4 Tues C University/Amicus MSF Joint Committee 2pm  
5 Wed S Senate 4pm  
6 Thur C Educational & Research Forum 3pm  
9 Sun University Carol Service 5pm  
10 Mon Wk 13  
12 Wed C Senior Management Team 8.30am  
14 Fri Semester 1 examinations end  
End of Semester 1  
17 Mon C Court 2pm  
21 Fri University closed after business until start of business on Thursday 3 January 2008  
25 Tues Christmas Day

January 2008

3 Thurs Start of business  
7 Mon Freshers' Week – January Intake  
10 Thurs C University/Amicus/Unison Joint Committee 2pm  
14 Mon Start of Semester 2 Wk 14  
C University/UCU Joint Committee 10am  
16 Wed C Senior Management Team 8.30am  
C Health & Safety Sub-C 2pm  
17 Thurs S Research Committee 12 noon  
21 Mon College Board of Art & Design, Architecture and Engineering & Physical Wk 15  
Sciences 4pm  
22 Tues College Board of Arts & Social Sciences 4pm  
23 Wed College Board of Medicine, Dentistry & Nursing 4pm  
24 Thurs College Board of Life Sciences 4pm  
28 Mon C Finance and Policy Committee 2pm Wk 16

29 Tues C Human Resources Committee 2pm

30 Wed C Senior Management Team 8.30am

February 2008

4 Mon Wk 17

6 Wed S Senate 4pm

11 Mon Wk 18

12 Tues C Senior Management Team 8.30am

18 Mon Court 2pm Wk 19

22 Fri S Library & Information Services Committee 2pm

25 Mon Wk 20

26 Tues C Senior Management Team 8.30am

C Campus Services Committee 2pm

28 Thur C Educational & Research Forum 3pm

March 2008

3 Mon Wk 21

4 Tues C Audit Committee 2pm

5 Wed S Postgraduate Affairs Committee 2pm

6 Thurs S Research Committee 12 noon

10 Mon S Learning and Teaching Committee 10am Wk 22

College Board of Art & Design, Architecture and Engineering & Physical Sciences 4pm

11 Tues C Senior Management Team 8.30am

College Board of Arts & Social Sciences 4pm

12 Wed College Board of Medicine, Dentistry & Nursing 4pm

13 Thurs College Board of Life Sciences 4pm

17 Mon Wk 23

18 Tues Academic Council Standing Committee 1pm

19 Wed S Postgraduate Taught S-C 10am

21 Fri Good Friday

23 Sun Easter Sunday

24 Mon C Senior Management Team 8.30am Wk 24

C Finance and Policy Committee 2pm

26	Wed	S	Senate 4pm	
27	Thurs	S	Recruitment, Admissions and Development Sub-C 2pm	
31	Mon		Easter vacation Dundee Holiday	

April 2008

8	Tues	C	Senior Management Team 8.30am	
21	Mon		Court 2pm Examinations begin	Wk 25
22	Tues	C	Senior Management Team 8.30am	
23	Wed	S	Postgraduate Research S-C 9am C University/Amicus MSF Joint Committee 2pm	
24	Thur	C	Educational & Research Forum 3pm	
28	Mon	C	Health & Safety Sub-C 10am Academic Council 1pm	Wk 26
29	Tues	S	Academic Quality Sub-Committee 10am	

May 2008

2	Fri	C	University/UCU Joint Committee 10am	
5	Mon		Dundee Holiday	Wk 27
6	Tues	S	Advisory Group on Appeals & Complaints Procedures 10am C University/Amicus/Unison Joint Committee 2pm	
7	Wed	C	Risk Management Monitoring Group 10am S Postgraduate Affairs Committee 2pm	
8	Thurs	S	Research Committee 12 noon	
9	Fri	S	Library & Information Services Committee 2pm	
12	Mon	C	Senior Management Team 8.30am S Learning and Teaching Committee 10am College Board of Art & Design, Architecture and Engineering & Physical Sciences 4pm	Wk 28
13	Tues	C	Campus Services Committee 10am College Board of Arts & Social Sciences 4pm	
14	Wed		College Board of Medicine, Dentistry & Nursing 4pm	
15	Thurs		College Board of Life Sciences 4pm	
19	Mon	C	Finance and Policy Committee 2pm	Wk 29

20 Tues C Human Resources Committee 10am  
C Audit Committee 2pm

23 Fri Semester 2 examinations end  
End of Semester 2

26 Mon Dundee Holiday

27 Tues C Senior Management Team 8.30am

28 Wed S Senate 4pm

June 2008

9 Mon C Court 3pm

11 Wed C Senior Management Team 8.30am

18 Wed Graduation Ceremonies

19 Thurs Graduation Ceremonies

20 Fri Graduation Ceremonies

24 Tues C Senior Management Team 8.30am

July 2008

8 Tues Medicine & Dentistry Graduation (provisional) ???

9 Wed C Senior Management Team 8.30am

22 Tues C Senior Management Team 8.30am

August 2008

4 Mon Resit examinations begin

26 Tues C Finance and Policy Committee 2pm

September 2008

1 Mon C Court Retreat

15 Mon Semester 1 begins

Wk 0

C = Court Committee  
S = Senate Committee

## APPENDIX 7

### CAMPUS SERVICES COMMITTEE (Minute 50)

A meeting of the Committee was held on 27 February 2007.

**Present:** Dr LAL Rolland (Convener), Dr RJ Abboud, Mr S Blane (President of the Students' Association), Dr JR Elliot and Ms CA Bain.

**In Attendance:** Dr DJ Duncan, Mr DM Yule, Mr M Galloway, Mr GE Davies, Mr L Morrison, Mr RJ Borrer and Mr A McColgan.

#### 1. MINUTES OF PREVIOUS MEETING

**Resolved:** to approve the minutes of the meeting held on 14 November 2006.

#### 2. MATTERS ARISING

(1) Public Art Policy (Minute 2(1))

The Deputy Director of Campus Services stated that representatives were in place from both Duncan of Jordanstone College of Art and Design and Dundee City Council. The next stage was to set the remit of the Committee and set up the first meeting.

**Resolved:** to set the remit of the Group and arrange the first meeting.

(2) Traffic Management (Minute 2(2))

The Director of Campus Services reported that consultants Dougall Baillie were reviewing the traffic management arrangements and it was hoped that their recommendations would be reported to the next Campus Services Committee.

**Resolved:** to await recommendations from Dougall Baillie.

(3) Capital Project Authorisation Procedure (Minute 7)

The Director of Campus Services reported that a draft paper had been prepared and was being discussed by Estates, Finance and the University Secretary.

**Resolved:** to present the paper at a future Campus Services Committee.

(4) Energy Group (Minute 8)

The Director of Campus Services confirmed that an Energy Action Group had been set up and that discussions had taken place with Finance regarding the transfer of energy costs to individual Colleges. A range of energy saving initiatives was being considered.

#### 3. CAPITAL PROGRAMME & REPORTS ON PROJECTS OVER £2M

The Director of Campus Services highlighted specific concerns with the Library extension development and confirmed that there were issues with the performance of the Design Team which would be likely to delay delivery of the project. The Committee members asked that this issue be given a high priority as the space was needed to accommodate the Gardyne Road staff and students.

The Director of Campus Services stated that the recently approved capital budget reductions as part of the sustainability review would affect mainly the purchase of new equipment and furniture and not the substantive building projects themselves.

A query was raised regarding the completion dates of the OMS/Carnelley refurbishment project and this would have to be clarified.

#### 4. **ESTATES STRATEGY**

The Director of Campus Services presented his proposed approach, and invited suggestions from the Committee members on the format of information gathering on the Estate. The University Secretary suggested stating some fundamental aims in the Strategy as was done in the 2003 version.

#### 5. **DESIGN REVIEW GROUP**

A meeting of this Group was planned for 7 March 2007 when 3 future projects would be presented. The Director of Campus Services underlined the importance of continuing to plan future projects within the Masterplan framework in advance of funds becoming available.

#### 6. **SECURITY**

The Facilities Manager, Mr Morrison, presented a paper on the current security issues affecting the University and how these might be addressed in the future. Janitorial and night security staff might be amalgamated; the effect of merging these activities would create a more flexible and efficient workforce with associated overtime cost savings.

The Committee agreed that this was worth pursuing and confirmed that the existing staff had a very good reputation amongst staff and students.

**Resolved:** to ask the Facilities Manager to implement the recommendations and report back to a future Committee.

#### 7. **SUSTAINABILITY REVIEW – ISSUES FOR CAMPUS SERVICES**

The Director of Campus Services outlined the need to maintain at least a minimum level of maintenance to cover statutory obligations and to ensure the Estate can continue to function. He demonstrated that in real terms investment on maintenance had been reduced by £1m over the last 3 years.

The Convener and the University Secretary confirmed the importance of maintenance and agreed that this should be a priority which should be recommended to Court.

**Resolved:** per the conclusions of the report, to recommend that:

- (i) investment in deferred maintenance should not be reduced below £557k in 2006/7.
- (ii) future investment in overall maintenance should not fall below 2004 levels in real terms.

#### 8. **MEMBERSHIP**

There have been several changes to membership of the Campus Services Committee recently and it was agreed that the Secretary and Director of Campus Services would invite the Nominations Committee to consider suitable candidates to join the Committee.

#### 9. **FUTURE AGENDA ITEMS**

The Committee was advised of the following list of provisional items for the next Committee meeting on 15 May 2007:

- (1) Capital Project Authorisation Procedures
- (2) Security Update
- (3) Traffic Assessment Presentation
- (4) Energy Plant Development

## APPENDIX 8

### AUDIT COMMITTEE (Minute 50)

A meeting of the Committee was held on 6 March 2007.

**Present:** Mr R Burns (Convener), Mr J Barnett, Mrs S Brown, Dr J Lowe, Ms J Thomson and Mr W Wilson

**In Attendance:** Mr BWM Johnston, Secretary, Acting Director of Finance, Mr J Bishop (Ernst & Young), Mr A Gray (PricewaterhouseCoopers) and the Clerk to Court

#### 1. MINUTES OF PREVIOUS MEETING

**Resolved:** to approve the minutes of the meeting on 28 November 2006.

#### 2. MATTERS ARISING

(1) Joint Meeting of Audit Committees (Minute 9)

The Clerk to Court reported that he would be meeting the secretaries of the Audit Committees of the Universities of St Andrews and Abertay, Dundee on 22 March, at which there would be discussion of future joint meetings. It was likely that a meeting of the three conveners would be arranged in the near future. The Committee wished to see continued annual joint meetings of the three Audit Committees, not least because this was an opportunity for sharing best practice. The Committee suggested that a presentation on risk would be an appropriate topic for discussion at the next joint meeting.

(2) External Audit Contract (Minute 10)

The Convener reported formally his decision, on behalf of the Committee, to defer the tender for external audit services for 12 months in light of the current financial position

**Resolved:** to homologate the convener's decision to delay the tender for external audit services.

#### 3. INTERNAL AUDIT REPORTS

(1) Financial Management (2006/7 - 5)

The Committee received a report from the internal auditors assessing the effectiveness and probity of the University's financial governance, management, reporting and accounting arrangements. Unusually, this report had been presented to Court, at its meeting on 19 February 2007, in advance of its being considered by the Audit Committee. The report made a number of favourable comments in the financial governance of the University, together with wide-ranging recommendations in relation to management accounting and reporting processes. It also set out a 90-day action plan as a means of addressing the concerns outlined in the report.

The Acting Director of Finance reported that, with the University already 30 days into the plan, considerable progress was being made. The introduction of commitment accounting, however, might take some time as it was linked to the implementation of e-procurement, and work on the automation of reports might entail the revision of the Finance Directorate's coding strategy. There was some concern about the level of resource in the Finance Directorate, but the Acting Director assured the committee that alongside the recent appointment of a new member of staff and an external 'Associate' Director, existing staff were working hard to address the issues, and she was confident that the work would be completed on time.

It was clear to the Committee that tight treasury management was a priority, in particular the reining in of expenditure from departmental reserves and the timely reporting of expected income. This would require improved communication across the University.

It was expected that the external auditors would review the 6-month hard close results over the next week, sharing the outcomes with the Committee. The internal auditors would then play a role in ensuring the robustness of the year-end forecasting.

**Resolved:** to insist that the 90-day action plan be formally signed off for the Committee by the internal auditors.

(2) Facilities (2006/7 – 1)

The internal auditors presented a largely favourable report on facilities, and only a few relatively minor points were raised, to which satisfactory action had been agreed.

(3) Procurement (2006/7 - 3)

The report highlighted a lack of understanding in the departments reviewed of the procurement process. Wider compliance with the process would be a factor in helping to reduce concerns with non-pay expenditure, and work needed to be done by College Secretaries and Accountants to disseminate good practice. It was noted that a circular from the Senior Management Team, agreed as part of the management response, had not yet been issued, although it was recognised that the efficacy of such a letter was arguable without the support of College officers.

(4) Transparent Approach to Costing (TrAC) (2006/7 – 4)

While affirming the quality of the TrAC return, the internal auditors did raise concerns that a single individual was responsible for the return and that the documentation available to enable others to complete it was inadequate. The Acting Director was able to report that a recent appointee in the Directorate had experience of the TrAC return from another institution and would therefore alleviate this single point of failure.

(5) Follow Up Review – Phase 1

The key areas of delay uncovered in the report were budgetary controls and human resource issues. The former had been included in the report discussed at 3(1) above and was therefore currently being addressed or would be addressed as part of the budget-setting process for 2007/8. For the latter, it was proposed that, because of the intensity of workload of the Human Resources Directorate in the implementation of the sustainability recommendations, the deadlines for recommendations emanating from the relevant internal audit reports would be rescheduled. It was pointed out that progress in a number of areas had been made, even though a formal management response to the reports had not yet been submitted.

4. **INTERNAL AUDIT PLAN 2006/7**

The Committee learnt that the University and the internal auditors were in discussion on ways of restructuring the internal audit plan for 2006/7 to enable more focussed work on the financial management of the institution. The Committee stressed that the work of the internal auditors should be focussed on *reviewing* the implementation of recommendations rather than assisting in their implementation.

- Resolved:**
- (i) to ask the officers and the internal auditors to agree a plan of work for the remainder of the year in discussion with the convener, and to report this to the next meeting;
  - (ii) to ask the Clerk to Court to make arrangements to bring forward the next meeting of the Committee to early May.

5. **HEALTH AND SAFETY SUB-COMMITTEE**

In accordance with the changed remit of the Audit Committee and its overall responsibility for risk management, the minutes of the Health & Safety Sub-Committee would now be shared with the Audit Committee as well as with the Human Resources Committee, to which it formally reported. The Committee welcomed the report of the meeting on 17 January 2007 and, reassured that risks in this area were being properly addressed, commended a thorough report.

**Resolved:** to note the report.

6. **LEGAL/REGULATORY COMPLIANCE MATTERS**

The Secretary reported that one employment tribunal was outstanding, a decision on which was awaited. Also, a legal dispute over ownership of property on the Perth Road was continuing, although the University's legal costs were being covered by the University's solicitors.

7. **DUNDEE STUDENT VILLAGES**

A report was being prepared for the Court meeting on 23 April addressing the financial and operational arrangements for Dundee Student Villages. It was agreed that this report would also be presented to the next meeting of the Audit Committee.

8. **TAX LIABILITY**

It had been rumoured that changes might be afoot to universities' tax liability with respect to Corporation Tax. The Committee was advised that if implemented, these could affect the University's income generating activities and would also require care to be taken in the disposal of assets.