

UNIVERSITY OF DUNDEE**UNIVERSITY COURT**

A meeting of the University Court was held on 27 October 2008.

Present: Mr JR Milligan (in the Chair), Principal Sir Alan Langlands, Rector Mr CJ Murray, Professor RJ Abboud, Mr WI Ball, Mr R Burns, Mr D Cathcart, Dr JR Elliott, Professor GLP Follett, Mr BWM Johnston, Dr J Letford, Dr J Lowe, Mr D McLeod (President of the Students' Association), Dr H Marriage, Professor GJ Mires, Ms A Newton, Dr AM Roger, Dr LAL Rolland, Mr EF Sanderson.

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

1. OPENING REMARKS

The Chairman welcomed Professor Follett to her first Court meeting following her election by Senate as one of its professorial representatives.

The Chairman formally thanked Mr Sanderson for agreeing to chair the Court meeting on 9 June 2008 in the Chairman's absence.

2. MINUTES

The Court decided: to approve the minutes of the meetings on 9 June 2008 and 1 September 2008.

3. MATTERS ARISINGCommittee Membership 2008/9 (Minute 81)

The Court decided: to approve the appointments of Professor Abboud to the Nominations Committee and Professor Follett to the Finance & Policy Committee.

4. CHAIRMAN'S BUSINESS

The Chairman reported that he had recently concluded a series of visits to Deans, which had given him a greater insight into the work of the individual Schools. He reported that he had greatly enjoyed, and been inspired by, the graduation ceremonies in June and July. He encouraged any members who had not attended ceremonies in the past to do so in future. The Chairman also reported on the recent opening of the library extension, as well as the tour by Court members earlier in the day to the Clinical Research Centre.

These represented important opportunities to see the positive outcomes of the Court's investment decisions.

5. **PRINCIPAL'S REPORT**

The Court received a report from the Principal (**Appendix 1**). The Principal began by reflecting on the possible consequences for the University of the current, global financial position. He assumed that the situation would have some effect on the availability of public spending, and that it might dissuade debt-averse students from applying to University. It was unclear precisely how the University would be affected, but the Senior Management Team was already beginning to address this issue.

The Principal reminded Court members of the interim report of the Joint Future Thinking Taskforce on Universities (JFTTF). The final report was due to be published soon, although it was thought there would be no significant changes from the interim report published in the summer. The report had proposed re-organising the funding streams of the Scottish Funding Council (SFC) into two funds: a General Fund for Universities (GFU) and a Horizon Fund for Universities (HFU). The former would comprise funding to support the mainstream activities of the University, and would be largely formula driven. The interim report had suggested there would be fewer restrictions on how GFU money could be spent, but that it would be aligned with the delivery of the Scottish Government's high level objectives. The HFU represented an incentivised funding stream, whose direction would be set by the Scottish Government to underpin delivery of its strategic aims and objectives. Both streams would be delivered through the SFC. The Principal indicated that the final report of the Taskforce would be circulated to Court members once published.

The Principal reported on the year-end position for 2007/8, although this was still subject to final audit. Court would consider the financial statements for 2007/8 at its meeting on 15 December 2008. The indications were that there would be a bottom-line surplus of around £3.6m, assisted partly by property disposals. The operating position was likely to be around £2.5m with an underlying surplus of £0.9m. This significant improvement on the budgeted position was the result of increases in research income in particular, as well as of action to limit growth in expenditure.

There had been some substantial research successes over the past year, and there was evidence of the University building up a strong pipeline of research awards. In learning and teaching, the Principal reported on buoyant undergraduate numbers, with increased numbers of overseas undergraduates; at the postgraduate level, whilst the University had not attained the exacting targets for overseas recruitment, it had nevertheless increased recruitment in this area by 35% on the 2007/8 figure.

The Principal paid tribute to Professor Thomas Wälde, whose recent and sudden death had shocked the University, the Centre for Energy, Petroleum & Mineral Law & Policy, of which Professor Wälde had been Director for ten

years, as well as his many professional colleagues around the world. He would be sorely missed.

The Principal highlighted other events and news including: the naming of the Dalhousie Building; collaborations with Tianjin Medical University and the Tokyo Medical & Dental University; and the award of Royal Medals (from the Royal Society and the Royal Society of Edinburgh) to Professor Sir Philip Cohen, Professor Sir David Lane and Professor Roger Fletcher.

In discussion, Court members raised the issue of recent media reports concerning the Tayside Institute for Child Health. The Principal confirmed that allegations made in those reports had been refuted by the Dean of the School of Medicine and others in the College of Medicine, Dentistry & Nursing. Discussions were ongoing to reassure the wider community of the University's commitment to child health in the region.

In relation to the JFTTF report, the Rector reported on a recent meeting of the Rectors of Scottish Universities, who were of the view that the report was disappointing, particularly in relation to the need for the Scottish sector to keep pace with developments in England. The Rectors were also disappointed that the report did not address the issue of student finance. Nevertheless, Court members agreed that it was important that the University should position itself carefully to benefit from the HFU. In particular the University would need to address the notions of distinctiveness and relevance.

6. **PERFORMANCE INDICATORS: STRATEGIC FRAMEWORK AIMS 4 & 5
– RESEARCH, COLLABORATION AND KNOWLEDGE TRANSFER**

The Court received a report, prepared by the Director of Strategic Planning, Professor Boxer (Vice-Principal (Research & Enterprise)) and the Director of Research & Innovation Services, which outlined performance against indicators set in the strategic framework. The report represented the first instalment of such reports following Court's decision at its meeting on 9 June 2008 that reports on performance should be spread throughout the year.

Professor Boxer presented results relating to research funding and numbers of research students. He explained how research funding was won by the University, both through the SFC's main quality research grant and through competitive bidding to Research Councils, charities and other bodies for project grants. The University was currently well ahead of its targets in relation to direct expenditure on research and research overhead recovery rates. Professor Boxer showed that in relation to both indicators, the University was performing better than the Scottish average, and in the case of research expenditure was performing particularly well against other comparator institutions in the UK. The University was, however, behind target on increasing the recruitment of research students. To some extent, this was a result of the University's large proportion of charity-funded research, which traditionally did not provide for research student funding, and also did not help the University to attract research student funding from the Research Councils. Nevertheless, work was being undertaken to address

this issue, with some money from general funds within the Colleges going to support new research students.

The Director of Research & Innovation Services presented results relating to commercialisation, spinout and start-up companies, and development funding. The University had performed below target on all three indicators. On commercialisation income, the results were due to delays in the renegotiation of one licence and effects of a poor US exchange rate on royalty payments to the University. There had been one spinout company and two start-ups in 2007/8. The Director pointed out that the current troubled financial markets made it difficult to attract equity funding for prospective spinout companies. The Director added that Colleges were concentrating on developing their research portfolios, rather than on opportunities for commercialisation. However, once there was a stable and solid research base, it was to be anticipated that commercialisation and spinout opportunities would ensue.

The Director of Strategic Planning highlighted performance in a number of additional indicators, including: international student satisfaction, the development of an internationalisation strategy and the level of student placements in the University.

Court members discussed the benefits derived from the University's commercialisation efforts. It was acknowledged that, whilst there was an intention to maximise income from this activity, importance was also placed on the effects on the local economy of, in particular, spinouts and start ups. The Lord Provost emphasised the significance of the University to the local area, and also how the University's commercial activity and industrial engagement was a highly valued contributor to Dundee's and Tayside's economy.

Court members suggested that, given that the research income and expenditure targets had been met, there might need to be some revision of the targets for the future, in order to maintain the current upward momentum. It was noted that there would be a review of all targets at the mid-point of the strategic framework's cycle.

7. FINANCE & POLICY COMMITTEE

The Court received a report from the meetings of the Committee on 26 August (**Appendix 2**) and 6 October 2008 (**Appendix 3**).

Court Members discussed the issue of the negotiations on the proposed sale of Taypark House and adjacent land in the Botanic Garden, which had not found favour with the Friends of the Garden. Consultation was ongoing to persuade the Friends of the advantages of the proposals. On the issue of negotiations with a single developer, the Court was re-assured to learn that the University had sought an independent market evaluation. The Director of Finance reminded the Court that the sale of Taypark House was one of the budgeted disposals for 2008/9.

The Court decided: to approve the reports.

8. BORROWING CONSENT

The Director of Finance updated the Court on the University's borrowing arrangements. The University had now received documentation from Barclays in relation to the renewal, through to 31 January 2009, of the £9m top-up facility. The Court was asked to approve the renewal of this facility and to authorise the Director of Finance and the Secretary to finalise and sign documentation on behalf of the Court.

The Court decided

- (i) to delegate the task of finalising arrangements to the Director of Finance and the University Secretary;
- (ii) to authorise the Director of Finance and the University Secretary to sign the documentation with the Banks on behalf of the Court.

9. VOLUNTARY SEVERANCE

The Court received a paper summarising the outcome to date of the voluntary severance scheme. The target of savings from the scheme was £6.5m, and to date £5.2m of full-year savings had been achieved at a cost of £5.3m. The Court was asked to approve an extension to the scheme to enable additional savings to be made, which was essential if the University was to achieve its goal of a 3% surplus per annum.

The Court decided: to approve the extension of the voluntary severance scheme, under the existing terms, to 30 April 2008, noting that:

- a) there were no plans to extend the scheme beyond this date; and
- b) the announcement to staff should be appropriately worded.

10. COURT RETREAT

The Court received a report from the Clerk to Court summarising the discussions that took place at the Court Retreat on 1 September 2008 (**Appendix 4**). The report included 15 specific points for further action.

The Court decided: to ask that progress on the action points be reported to Court at its meeting on 27 April 2009.

11. CAPITAL DEVELOPMENT PROPOSAL: RIVERSIDE SPORTS GROUNDS

The Secretary introduced proposals to upgrade the facilities at the Riverside Sports Grounds. These had remained underdeveloped for some considerable time and were generally regarded as being well below the standard of outdoor facilities available at other institutions. The Court recognised the need for updated facilities if the University was to continue to be attractive to prospective students. The proposals amounted to the installation of two artificial pitches, the upgrading of the grass pitches, refurbishment of the changing facilities and the upgrading of the tennis courts located on the City campus. The total projected cost of the development was £1.4m, excluding VAT. There was strong support from across the Court for the proposal. At its meeting on 6 October 2008, the Finance & Policy Committee had recommended that Court approve the proposal, and the Campus Services Committee, at its meeting on 3 October 2008, also voiced its strong support for the upgrade of the Riverside facilities.

The Court decided: to approve the proposal, provided that the costs could be kept within the current spending limits of the capital programme.

12. CORPORATE GOVERNANCE

(1) Schedule of Delegation and Decision-making Powers

The Clerk to Court outlined proposed changes to the Schedule of Delegation and Decision-making Powers (**Appendix 5**). The changes amounted to:

1. moving two powers from the Finance & Policy Committee
 - a. Approval of student fee rates (*to the Senior Management Team*)
 - b. Approval of car parking charges (*to the Secretary*);
2. moving the approval of confirmation of appointments following probation for ALC staff from the Annual Review Group to the Heads of College or Secretary as appropriate;
3. providing for countersignature by another named officer for certain powers relating to capital projects, non-research related contracts, business plans, disposals, property leases and subsidiaries;
4. inserting four new powers:
 - a. Approval of loans/grants to subsidiary, spin out and associated companies;
 - b. Consultation on changes to employers' contributions to the University of Dundee Superannuation Scheme;
 - c. Sponsorship of clinical trials.

Discussion centred on the appropriateness of delegating the approval of student fee rates to the Senior Management Team. The Rector in particular felt that it was appropriate for the Court, through the Finance & Policy Committee, to be tasked with final approval and

oversight of the fee setting process. He felt such oversight would be lost if the Senior Management Team were to approve the fees. However, those in favour of the proposal pointed to the fact that the fees were actually set in consultation with Schools and Colleges, both of which involved the input of student representatives, and that delays in the approval of fees could hamper the ability of recruitment officers to respond to markets quickly. As a compromise, it was agreed that the Finance & Policy Committee would still have sight of, and an opportunity to comment on, fee levels during the annual approval of the budget.

The Court decided: to approve the changes as proposed, subject to the reporting of student fee rates to the Finance & Policy Committee during the approval of the annual budget.

(2) Governance of Clinical Trials

The Clerk to Court explained proposals for the codification of certain responsibilities in relation to clinical trials, which had in practice been delegated to NHS Tayside (**Appendix 6**). In preparation for the Medicines & Healthcare Products Regulatory Agency's inspection of arrangements for clinical trials, Court was being asked to formally approve the delegation of these responsibilities in the specific areas of: pharmacy, laboratory handling of human tissue samples, equipment maintenance, radiology and nuclear medicine, aspects of the approval of trials and, finally, pharmacovigilance.

Additionally, Court was invited to approve proposals for revised arrangements for the sponsorship of clinical trials. This would see the introduction of a Sponsorship Committee and a Clinical Trials Governance Committee, both located in the College of Medicine, Dentistry & Nursing.

The Court decided:

- (i) to approve the delegation of those responsibilities set out in Appendix 6;
- (ii) to approve the delegation of sponsorship arrangements for clinical trials to a Sponsorship Committee, reporting to a University of Dundee Clinical Trials Governance Committee, noting:
 - a) that the precise membership of both committees had yet to be determined, but would be reported to Court in due course, and
 - b) that the Clinical Trials Governance Committee would provide an annual

report to the Audit Committee; and

- (iii) once the membership of the committees outlined at (ii) above are determined, to approve consequent amendments to the Schedule of Delegation & Decision-making, such that:
 - a) delegation to the Director of Research & Innovation Services of the responsibility for approving sponsorship arrangements for clinical trials be deleted, and
 - b) a new paragraph indicating the new arrangements as at (ii) above be inserted, precise location in the Schedule to be identified.

13. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report from the meeting of the Senate on 15 October 2008 (**Appendix 7**).

- The Court decided:**
- (i) to approve the recommendations concerning conferment of the title of Professor Emeritus;
 - (ii) otherwise, to note the report.

14. AUDIT COMMITTEE

The Court received a report from the meeting of the Committee on 8 October 2008 (**Appendix 8**). The Convener of the Committee highlighted the views contained in the internal auditors' annual report, which concluded that, without qualification, the University's system of internal controls was adequate and operating satisfactorily. In the Committee's view, this reflected the tremendous effort and industry applied by the Finance Office in improving its financial management, reporting and controls over the past two years.

- The Court decided:**
- (i) to endorse the Committee's praise for staff in the Finance Office in achieving such a solid report;
 - (ii) otherwise, to approve the report.

15. HUMAN RESOURCES COMMITTEE

The Court received a report from the meeting of the Committee on 2 October 2008 (**Appendix 9**). The Court discussed recent action by the Dundee branch of the University & College Union (DUCU) in a dispute with the University about the treatment of staff who had been green-circled as a result of the HERA job evaluation exercise. DUCU maintained that these staff should receive an annual increment in October 2006 as well as October 2007, whereas the University held that this would be contrary to accepted procedures for handling staff promotions. In the Committee's view, DUCU had raised its concerns in an unacceptable manner and contrary to agreed procedures.

- The Court decided:**
- (i) to recognise and acknowledge the views of the Committee in relation to events surrounding the dispute, noting, however, that relations between the University and DUCU had improved since the Committee's meeting and that discussions were back on track, but that both parties were still in disagreement;
 - (ii) to emphasise the importance of adhering to the procedures laid down in the Procedural Agreement between the University and DUCU;
 - (iii) to express its full support for the Secretary and the Director of Human Resources in their discussions with DUCU;
 - (iv) otherwise, to approve the report.

16. CAMPUS SERVICES COMMITTEE

The Court received a report from the meeting of the Committee on 3 October 2008 (**Appendix 10**).

The Court decided: to approve the report.

17. STAFF

(1) Grievance Committee

- The Court decided:**
- (i) to approve the establishment of a Grievance Committee to hear an appeal against a decision emanating from an investigation carried out under the University's Dignity at Work and Study Policy, with the following membership:

Professor DH Boxer (Convener)
 Professor GLP Follett
 Dr J Lowe; and

- (ii) noting Professor Boxer's subsequent likely inability to serve on the Committee, to allow the Clerk to Court to identify a suitable substitute.

(2) Professorial and Other Grade 10 Appointments

The Court noted the appointment of the following:

Peter Donnan	Personal Chair of Epidemiology and Biostatistics	1 June 2008
Lorna Jones	Director of Admissions & Student Recruitment	9 September 2008
Timothy Kelly	Chair of Social Work	1 December 2008

18. **COURT APPOINTMENTS ON EXTERNAL BODIES: GENERAL CONVOCATION OF HERIOT-WATT UNIVERSITY**

The Court decided: to approve the nomination of Professor Abboud as the Court's representative on the Convocation of Heriot-Watt University, to serve until 31 July 2011.

APPENDIX 1

PRINCIPAL'S REPORT (Minute 5)

Finance and Policy

An intensive drive over recent months to re-align our resources – academic, physical and financial – in pursuit of our vision of excellence for Dundee has put the University back on a surer footing. In 2008/9 the University is projecting an annual turnover of just over £200m. 39% of the University's funding is provided by the Scottish Funding Council for Further and Higher Education and the remainder comes mainly from competitive research grants, overseas student fees and other trading activities.

The University aims to achieve a surplus of income over expenditure of 3% of turnover by 2012 and (subject to final audit) will post a bottom line surplus of about £3.6m for financial year 2007/8 partly assisted by property disposals. The operating position is likely to be a more modest £2.5m with an underlying surplus of £0.9m. This significant improvement is the result of a 9% increase in overall income (including a 19% improvement in research income) and action taken to limit growth in expenditure (including staff costs) to 5%.

Borrowings are manageable - £10.5m at the end of financial year 2007/8 – despite an impressive £200m capital investment programme over the past six years. Capital spending for the next 10 years is programmed to be £140m including major improvements in the law school, art and design, medical education, engineering and biomedical sciences.

The University is not immune to the general economic downturn and the inevitable squeeze on public spending. Reaching the 3% target year on year is an exacting task – it will provide flexibility for new academic initiatives but it will also require further cost efficiencies and action to mitigate the effects of competition for overseas tuition fees, pay inflation, possible pensions contribution increases and rising utilities costs. The fall off in the property market and other local factors may also reduce planned income from property disposals over the next two years.

That said, the position has improved significantly and staff across the University are to be congratulated for their research successes, innovation in learning and teaching and a willingness to operate in new ways in the face of financial pressures. The Director of Finance and his deputy also deserve great credit for improving control and monitoring systems and establishing effective working relationships with the College accountants and senior academic managers.

Research and Knowledge Transfer

The University will be informed of the outcome of the 2008 RAE exercise on 18 December 2008. SFC is currently consulting on the policy for resource allocation for 2009/10 and Professor Boxer can provide a brief update at the Court meeting.

Over £100 million in research awards have been secured by University of Dundee research over the last 15 months – attracted by the combination of first class projects, high calibre researchers and leading edge research platforms. Since the beginning of June 2008, these include six awards of over £1m each from the Wellcome Trust, BBSRC, MRC, and EC FP7 Programme. The awards went to Paul Crocker; Mike Ferguson; Jason Swedlow; Joost Zomerdijk – all Life Sciences, Edik Rafailov (Electronic Engineering and Physics) and Fiona Williams (Community Health Sciences).

Earlier this summer the Division of Signal Transduction Therapy secured a new phase of funding from its five partners in the pharmaceutical industry. This will provide core support of £10.8 million to the DSTT over the next four years to 2012. The renewal takes the agreement into a third phase securing 50 posts at the University and underpinning further life sciences economic activity in the city. It brings the total contributed by the participating companies to £23m over the last ten years. The Scottish Funding Council has also confirmed funding of £10m for the Scottish Institute of Cell Signalling in Dundee.

Other major awards include over £700k to Civil Engineering for the Scottish Construction Centre (ERDF) and to Angus Lamond for proteomics research (EC FP7). Ruth Freeman at the Dental Health Services Research Unit attracted three health board awards in June totalling £445k and Steve Parkes in Applied Computing also secured three awards for space and satellite related technology, worth over £400k. The College of Arts & Social Sciences had notable success in psychology where Nicholas Hopkins

was awarded nearly £270k from the ESRC for his work on social identification. Finding innovative sources of new funding is always to be encouraged and congratulations on this score must be due to Dr Jennifer Woof in Pathology & Neuroscience for securing a grant of £225k from the Horse Betting Levy Board.

A new initiative to capitalise on Dundee's wide ranging expertise in environmental matters – the Centre for Environmental Change and Human Resilience - got off to an encouraging start at the end of September when over 50 academics from a mix of disciplines at the University and the Scottish Crop Research Institute gathered for an Environmental Futures Forum. The initiative is led by Vice Principal David Boxer and Director of the Scottish Crop Research Institute Professor Peter Gregory. Representatives of biology, plant science, geography, accountancy, engineering, art and law were among those present and a plan is being developed to springboard a unique new interdisciplinary force tackling environment related issues.

Meanwhile, with exquisite timing, a team from the School of Social and Environmental Science - Geography launched a major new report on coastal flooding in Scotland last month. 'Coastal Flooding in Scotland: a Scoping Study' was commissioned by the Scottish and Northern Ireland Forum for Environmental Research on behalf of the Scottish Government, SEPA and SNH, in partnership with Scottish Environment Link and Comhairle nan Eilean Siar. The report, which offered the first systematic study, assessing the risk and management options has been well received. It was prepared by Tom Ball, Alan Werritty, Rob Duck, Anton Edwards, Laura Booth and Andrew Black

In July one of the University's newest research facilities, the £13million Clinical Research Centre (CRC) was officially opened by Nicola Sturgeon MSP, Cabinet Secretary for Health and Wellbeing and Deputy First Minister. Ms Sturgeon took the opportunity to pledge £1.6million of Scottish Government funding for a PET-CT scanner at the centre, which will bolster medical research studies e.g. by tracing any changes in cancer cell activity. The biomarker discovery laboratory which is adjacent to the CRC provides the hub for the Scottish Translational Medical Research Collaboration and will open in December.

Dundee is also to be the focal point of the Scottish Health Informatics Project with an award of almost £4m from the Wellcome Trust in association with the ESRC. The University has also received confirmation of a £3.5m capital award from the Wellcome Trust, enabling the development of the top floor of the Clinical Research Centre as part of the new joint division of Molecular Medicine and the further expansion of diabetes research – Professor Leigh and Professor Morris are to be congratulated for their work on these projects.

Learning and Teaching

Dundee's overall performance was neatly captured in The Sunday Times Good University Guide, which gave the University the following glowing tribute: "Dundee is riding a wave of academic success that league tables such as our own struggle to capture fully. This is one of the finest institutions in Britain where researchers routinely push back the boundaries of knowledge and teachers inspire their charges. The winners are the students lucky enough to study here."

The University welcomed almost 3,500 new students for the start of the academic year with undergraduate recruitment on target and solid progress towards our overall recruitment targets for taught postgraduate students. Mathematics – which has moved to new premises adjacent to the Wellcome Trust Biocentre - reported a particular surge in numbers, with nearly 60 students taking the first year course – the highest intake for 10 years. The School of Nursing and Midwifery also hit its key targets for recruitment.

In the summer 61 Access Summer School students pursued intensive studies with a 98% completion rate. Nearly all of those who completed joined this year's undergraduates in September.

Students are now filling the new "wireless" residences with occupancy close to 100% and are taking maximum advantage of the teaching facilities in the Dalhousie Building which was formally named last month in a ceremony by the 17th Earl of Dalhousie – son of the former University Chancellor whom the building honours. The formal opening of the £6m library extension by Cabinet Secretary for Education and Lifelong Learning Fiona Hyslop followed on 6 October, when she praised the new flexible study facilities which have proved extremely popular with students.

A number of new bursaries were introduced for this academic year, attracting strong interest from students. Seven Carnegie-Cameron bursaries, each worth £3,315, were offered to outstanding students

pursuing one year taught postgraduate degrees. A further two Dundee University Press bursaries of £5k each were on offer to postgraduate students in the College of Arts and Social Sciences seeking experience in publishing.

The new D'Arcy Thompson Zoology Museum opened to the public for its first summer season in the Carnelley Building. The museum features birds, mammals, fish and reptiles as well as historic teaching models and charts.

The University has signed a memorandum of understanding with Tianjin University in China, building on an existing collaboration led by Professor Anderson and Dr Zhihong Huang in the field of biomedical engineering. Collaborative discussions have also been initiated with Tokyo Medical and Dental University with regard to research and PhD student exchanges.

Appointments/awards

We are extremely proud that this year, of the six Royal Medals awarded by the Royal Society (London) and the Royal Society of Edinburgh – the UK's most distinguished academic honours – three have been awarded to Dundee academics. Professor Sir Philip Cohen, Professor Sir David Lane and Professor Roger Fletcher were all recognised for their work which has made an impact on the lives of people across the globe.

We are also pleased to congratulate:

Professor Mark Chaplain, who has been awarded a prestigious European Research Fellowship for his work on mathematical biology and cancer.

Professor Sue Black, who was the 2008 recipient of the Lucy Mair Medal for Applied Anthropology from the Royal Anthropological Institute, honouring excellence in the application of anthropology to the relief of poverty and distress; she has also received a Commendation from the Association of Chief Police Officers for her work on disaster victim identification.

Reza Dolatabadi, who graduated with a BSc in animation in June and was awarded Best Animation for his short film, Khoda at London's Canary Wharf Film Festival; Cathy Wilkes, a former Fine Art tutor (1996-2000), who is shortlisted for this year's Turner Prize and Wendy Houvenaghel, who graduated in dentistry in 1998 and won a silver medal in the Olympic Games.

We are also pleased to be shortlisted by Times Higher Education for 'University of the Year' at the forthcoming Times Higher Education Awards 2008 - the second time in four years that Dundee has been shortlisted.

Events

Vice-Principals, Pete Downes and Anne Anderson, and senior academics, Professor Trevor Harley, and Professor Julie Taylor should be congratulated for playing their part in an inaugural staff versus students University Challenge. The event, which was in aid of the Diabetes Research Campaign and Youth Link Dundee, could become a regular feature on campus. The students are now one-nil up in the series!

A number of significant conferences took place in Dundee over the summer, helping the city economy and enhancing the University's reputation. They included an international gathering of experts in cranio facial identification, specialists in medical imaging from Europe and the US, and high ranking police officers and academics from Scotland, England, Germany and The Netherlands studying the European dimension of policing and civil engineers and concrete technologists from around the world. Mark Chaplain and staff in Mathematics also played a key role in organising a major international mathematical biology conference in Edinburgh in early July.

Professor Carlos Frenk (from the University of Durham) will give the City of Dundee/University of Dundee Christmas lecture on "Casting light on dark matter"; the Annual Discovery Days will take place as usual in January 2009 and a full programme of Saturday evening lectures will be published shortly.

Alan Langlands
Principal & Vice Chancellor

APPENDIX 2

FINANCE AND POLICY COMMITTEE (Minute 7)

A meeting of the Committee was held on 26 August 2008.

Present: Mr BWM Johnston (Convener), Mr WI Ball, Mr JR Milligan, Mr IDM Wright.

In Attendance: Mr D McLeod (President of the Students' Association), University Secretary, Director of Information Services & Deputy Secretary, Director and Deputy Director of Finance, Director of Strategic Planning and Clerk to Court.

1. MINUTES

Resolved: to approve the minute of the meeting on 19 May 2008.

2. MATTERS ARISING

(1) Dundee University Press Ltd (DUP) (Minute 6)

The Deputy Director of Finance provided the Committee with an oral update on the production of a more detailed report, as requested at the previous meeting. The Board of DUP had examined financial projections, as a result of which some changes were being made. The Deputy Director confirmed that a detailed report would be brought to the next meeting of the Committee on 6 October 2008.

It was confirmed that the loan, approved by the Committee in May, was not yet formally in place. In the meantime the University was providing an informal credit arrangement.

(2) Alumni Fundraising (Minute 7)

The Secretary confirmed that the suggestions put forward at the previous meeting were being taken forward with the Director of External Relations and would also be discussed at the next Business Committee of the Graduates' Council.

3. MANAGEMENT ACCOUNTS – PERIOD 12

The Director of Finance presented interim accounts for the year ended 31 July 2008. He pointed out that these were still subject to final reconciliation and audit.

The overall bottom-line position at year end was a surplus of £2.9m against the budgeted bottom-line deficit of £0.7m. The operating position was a surplus of £0.9m, which was £3.9m better than budget. Costs associated with voluntary severance amounted to £3.9m for 2007/8 and £5.1m over the life of the scheme so far. Disposals were £0.6m less than forecast as a result of two delayed disposals, both of which have now been completed.

The Colleges had all performed well, with increased research income and improved cost management. The Directorates of the Student & Academic Support Services were ahead of budget through lower spend. The 'Other' items were substantially better than budget due in particular to lower interest as a result of the improved cash position, itself in turn due mostly to increased working capital movements from research grants. The Director made clear that the accounts did not yet include the FRS17 pension adjustment nor the University's share of the Dundee Student Villages, the expected net impact is +£0.5m.

The year-end position represented a £5.8m improvement on the prior year, due mostly to higher core income, ongoing cost management and stronger research performance. Whilst the accounts represented a solid performance for the University as a whole, there were a number of challenges ahead: increased utilities costs, the October pay rise, and increased pension liabilities. It was also noted that whilst the performance for the year to 31 July 2008 had been better than forecast, there was still some way to go before the University reached the 3%

surplus set out in the sustainability review. It was also made clear that it was critical that the University maintained its level of research grant income into the future.

The Secretary noted that the results showed clearly that the College structure had provided the University with tighter management. There had been closer scrutiny of expenditure and appointments, mirrored in the Student & Academic Support Services.

The Committee discussed the University's pension liabilities for the future and noted that the University of Dundee Superannuation Scheme would undergo an actuarial review over the coming weeks. The Committee agreed that it would need to discuss this issue fully once the outcome of the review was known.

The Committee noted that it would receive updated information at its next meeting on current plans for capital expenditure. The Committee discussed the merit of including substantial expenditure on information technology equipment within the terms of the capital expenditure plan rather than as part of the revenue budget for Information Services. It was agreed that the Director and Deputy Director of Finance would take this matter forward in discussion with the Director of Information Services and the University Secretary.

At its next meeting, the Committee would receive a revised cashflow forecast. It was noted that the University's net debt stood at £4.3m with borrowings at £10.5m.

Resolved: to ask officers to discuss the inclusion of large items of equipment expenditure in the capital programme.

4. FINANCIAL YEAR END TIMETABLE

The Director of Finance reported that he expected the process of audit and reconciliation of the accounts would follow a similar timetable to 2007/8, with the external auditors expected on site in four weeks' time. This was the first cycle for the new external auditors.

5. BOTANIC GARDEN

The Secretary introduced a paper setting out a proposal to continue exclusive negotiations with a single developer on the sale and development of Taypark House and adjacent land in the Botanic Garden. The Committee discussed the consequences of continuing such discussions in preference to a formal tender process, noting that the Scottish Funding Council (SFC) would need to be reassured that the University had achieved best value.

Resolved: to approve the proposal that exclusive discussions continue, following further consultation with the Chartered Surveyors and an indication from the SFC that it would not object.

6. TRANSLATIONAL MEDICINE RESEARCH COLLABORATION (TMRC) / CLINICAL RESEARCH CENTRE (CRC)

The Director of Strategic Planning presented a report on progress.

He indicated that this would likely be his last report on the CRC, since the building had now been officially opened and was operating on two floors. Funding had been announced for a PET/CT scanner, and procurement discussions were underway.

In relation to the TMRC, he informed the Committee that there had been some slippage in the building works, with completion now expected in early December. It was important for TMRI that they are able to move in as soon as possible, and of course the College of Life Sciences was keen to be able to use the space currently occupied by TMRI for the Scottish Institute for Cell Signalling (SCILLS). The Scottish Government had agreed to extend to the end of October the deadline for the reporting of expenditure against funding from the European Research Development Fund (ERDF). This would help maximise the funding received by the University under the scheme. The Director also indicated that work was now beginning on putting together a case for the renewal of the funding arrangement with Wyeth.

7. **ENDOWMENTS SUB-COMMITTEE**

The Committee received a report from the sub-committee's meeting on 19 May 2008.

Resolved: to approve the report.

8. **CAR PARKING CHARGES**

The Committee received a paper detailing the proposed car parking charges for 2008/9 (annex).

Resolved: to approve the proposed charges.

9. **ANY OTHER BUSINESS**(1) Joint Future Thinking Taskforce

The Secretary reported on the Stakeholder Summit held to launch the interim report of the Joint Future Thinking Taskforce on Universities, which was attended by the Cabinet Secretary for Education & Lifelong Learning. The report proposed funding universities through two streams: the General Fund for Universities (GFU) and a Horizon Fund for Universities (HFU). At the Summit, universities called for the GFU to be as large and for the HFU to be as small as possible. Universities also sought assurances that the results of the 2008 Research Assessment Exercise would be fully funded. It was restated that the regulatory framework for funding under the proposed streams would be lighter touch than currently.

The Committee learnt that Mark Batho had been appointed Chief Executive of the Scottish Funding Council, in succession to Roger McClure who had retired from the post earlier in the year.

(2) Schedule of Delegation

The Secretary informed the Committee that he, the Director of Finance and the Clerk to Court were working on amendments to the Schedule of Delegation and Decision-Making. The Senior Management Team was being consulted on these, after which they proposed amendments would be presented to both the Finance & Policy Committee and the Audit Committee, before approval was sought from the Court.

(3) Medicines and Healthcare Products Regulatory Agency (MHRA)

The Secretary informed the Committee that the MHRA had indicated that it would be carrying out an inspection of the University's procedures and administration of clinical trials. It was not yet clear precisely when this inspection would take place. The Secretary pointed out that the MHRA had the power to close down clinical trials.

(4) Student Residences

The Director of Finance brought the Committee up to date on developments in relation to the student residences. A detailed paper would be brought to the Committee at its October meeting as agreed in May.

Work was ongoing on the operating model to assume a lower rate of occupancy, although current predicted occupancy levels for 2008/9 were running at 95%, with an expectation that they might go even higher (compared to 85.5% in 2006/7 and 89.5% in 2007/8). Snagging in the new buildings had almost been completed. Ten Student Assistants had been appointed to improve welfare provision in the residences.

There had been a good income over the summer, in particular benefiting from the two residential courses: Disaster Victim Identification and a summer school for Italian students.

(5) VAT Cases

The Director of Finance updated the Committee on outstanding VAT cases. Two cases had been settled, one in court, in the University's favour, and a further case, relating to VAT recovery on professional fees, had been fully provided for.

The Director informed the Committee that the University sector and HM Revenue & Customs had agreed a number of accepted methodologies for identifying an appropriate VAT recovery rate. The University of Dundee has held initial discussions with HRMC concerning its future recovery rate.

REVISED CAR PARKING CHARGES

It is proposed to increase charges for the use of the University's car parks on the main campus as follows (with last year's charges for comparison):-

	2008/9	2007/8
Annual Permit	£260	£250
Annual Permit for support staff contracted for less than 20 hours per week	£130	£125
Pay & Display Permit	£5.00	£5.00
Pay & Display Charges:		
Up to 2 hours	£0.80	£0.70
2-5 hours	£1.60	£1.40
5-9 hours	£2.40	£2.10

The Committee, under delegated powers, is asked to approve the revised charges.

APPENDIX 3

FINANCE AND POLICY COMMITTEE (Minute 7)

A meeting of the Committee was held on 6 October 2008.

Present: Mr BWM Johnston (Convener), Principal Sir Alan Langlands, Mr JR Milligan, Mr E Sanderson, Mr IDM Wright.

In Attendance: Mr R Burns, Mr D McLeod (President of the Students' Association), University Secretary, Director of Information Services & Deputy Secretary, Director and Deputy Director of Finance, Director of Strategic Planning, Director of the Institute of Sport & Exercise, Mr P Blake (President of the Sports Union) and Clerk to Court.

1. MINUTES

Resolved: to approve the minute of the meeting on 26 August 2008.

2. MATTERS ARISING

(1) Year-end Update (Minute 4)

The Director of Finance reported on progress in finalising the accounts for the year ended 31 July 2008.

(2) Botanic Garden (Minute 5)

The Secretary reported that the proposal, approved by the Committee at its previous meeting, to continue exclusive negotiations with a single developer had been rejected by the Friends of the Botanic Garden at a recent meeting.

(3) MHRA Inspection (Minute 9(3))

The Secretary reported that preparations for the inspection were progressing reasonably well. Some resource was being set aside to cover the costs associated with the inspection. The Committee noted that the effects of a poor outcome to the inspection might be the closure of clinical trials at Dundee. It was therefore important that the University was well prepared.

3. MANAGEMENT ACCOUNTS – PERIOD 1

The Director of Finance introduced the accounts for the first period of the new financial year. Compared with budget, the accounts showed a £1.2m favourable variance, due for the most part to lower than expected expenditure. The full-year forecast remained largely in line with budget, with the only adjustments coming from the second additional payment from the Scottish Funding Council, from changes as a result of the HERA job evaluation scheme and from the higher than budgeted pay award in October. The year-end forecast position would be much clearer at the end of period 3 when the Retail Prices Index (RPI) for 30 September 2008, on which the October pay award was to be based, would be known and when the position on tuition fees would be clearer.

The Committee discussed the likelihood of the University achieving its forecast disposals for the year, given the current economic climate.

The forecast picture on cashflow for 2008/9 had been predicated on an anticipated unwinding of the positive working capital movements seen in the previous two years. These positive movements had been a result of the receipt of a number of large research grants. As spending on these grants progressed the positive movements would unwind, although it was impossible at this stage to predict the extent of this in 2008/9. It was acknowledged that the projected level of negative movement was prudent. The movements on research grants would be monitored closely in order to further improve cashflow forecasting.

The Committee discussed the University's borrowing levels. The Committee noted that the University had drawn down only a relatively small amount (around £1m) of the separate loan facility to cover the cost of the Translational Medicine Research Collaboration (TMRC) laboratories. Borrowing to cover the remainder of these costs had been accommodated within the University's revolving credit facility. The TMRC facility was based on an interest rate linked to the London Interbank Offered Rate (LIBOR) as opposed to the Bank of England base rate, with the former currently higher than the latter. It made sound financial sense, therefore, to restrict borrowing on the higher rate as long as this was practicable.

4. CAPITAL PROGRAMME

The Deputy Director of Finance introduced a paper which set out the capital programme in the context of the Estates Strategy, approved by the Campus Services Committee at its meeting on 13 May 2008. The paper presented the projected spending on the capital programme over the next 3 years, and set out the expected funding to cover the costs of the programme.

5. RIVERSIDE – PROPOSED DEVELOPMENT

The Director of Sport & Exercise set out proposals for the development and upgrade of the Riverside Sports Grounds. The upgrade of the Riverside facilities had originally been proposed and approved by Court in 2004 alongside the development of indoor sports facilities on the city campus. However, as a result of financial pressures, the plans for the Riverside site were postponed in 2006. The revised proposals now being considered by the Committee would address the poor and deteriorating state of the facilities at Riverside. There was now a marked difference between the state-of-the-art gym facilities on the main campus and the outdoor facilities at Riverside. The new plans comprised the installation of two artificial pitches (one sand-dressed surface for hockey, and one so-called '3G' surface for football, rugby, gaelic football and lacrosse), the refurbishment of the changing accommodation at Riverside and the upgrade of the tennis courts on the city campus. The projected total cost of the development was £1.3m, excluding VAT.

The Director also put forward plans to develop a dedicated training facility for Dundee United Football Club at the Riverside Sports Grounds. These proposals would require upgrading of grass pitches as well as the provision of dedicated changing facilities and office space. The projected cost of the proposal stood at £0.34m, excluding VAT, with proposed rent of £50k per annum payable by Dundee Utd FC for use of the facilities including access to strength and conditioning support on the city campus.

The Committee discussed the proposals in full. The Committee was persuaded that the refurbishment of Riverside was necessary if the University was to be able to compete with other institutions in recruiting students, both home and overseas, but was nevertheless concerned about increasing the University's capital expenditure at the current time.

- Resolved:**
- (i) to recommend to Court that it approve the proposal to install two artificial pitches, refurbish changing accommodation and upgrade the tennis courts at a projected cost of £1.3m, excl. VAT, provided that the expenditure could be maintained within the current limits of the capital programme; and
 - (ii) to recommend to Court that it approve the proposals relating to the provision of training facilities for Dundee Utd FC, likewise provided that the expenditure could be maintained within the current limits of the capital programme. [NB *Since the Committee met, Dundee Utd FC have intimated that they do not wish to proceed with the University's proposal, and will locate their training facilities at the University of St Andrews.*]

6. DUNDEE STUDENT VILLAGES

The Director of Finance presented the first six-monthly report into the performance of Dundee Student Villages (DSV) and its wholly owned subsidiary West Park Conference Centre (WPCC).

In relation to DSV, the Director reported that all building work was now complete, although there was still some work needed to repair fully the section of roof at Seabraes that had been blown off in storms nine months ago. Financially, 2007/8 had not been a good year for DSV, but changes in the marketing strategy and in the management of the residences, introduced a year ago, were now bearing fruit, and the prospects for the vehicle were now better. Indeed, the occupancy rate for 2008/9 would be above 98%, compared with 89.5% in 2007/8. The University had introduced attractive rent packages to encourage continuing students to remain in student residences and had taken steps to improve the student experience in the residences by appointing a number of student support assistants. DSV would also benefit from the increase in the academic year to 39 weeks from 2009/10.

WPCC's position was less favourable. Whilst its performance on weddings and events was ahead of target, it had been hit by a fall in conference business, which had contributed to a small operating loss for 2007/8. The Board of DSV was concerned about the future of WPCC and had arranged for an independent business review to look at the Centre's performance and targets and to suggest a way forward. It was hoped that the review would be complete by the end of October and would therefore be presented to the next meeting of the Committee. The Committee discussed the clause in the DSV agreement, in which the University would be required to buy back WPCC if DSV decided to wind it up. The buy-back price would include interest, break costs and any cumulative losses.

The Committee was heartened to see the change in performance of DSV, but was concerned by the position of WPCC and would await with interest the outcome of the business review. It was hoped that the changes in the performance of DSV as a result of the introduction of measures in autumn 2007 could be replicated for WPCC.

7. DUNDEE UNIVERSITY PRESS (DUP) LTD

Mr Sanderson, also Chairman of the Board of DUP Ltd, introduced a paper addressing the financial requirements of DUP. The Committee had previously discussed the issue of the University making a loan to DUP, and it was now being asked to approve the specific conditions of the loan. Mr Sanderson remarked that the company had become more disciplined in its management reporting and now had a phased budget. Its turnover was expected to increase, but there was nevertheless a requirement for increased capital in the early stages of the business. The Committee agreed that it was desirable for the University to be associated with an academic press, and there was therefore agreement that DUP should be allowed to continue. There was some debate about whether the projections for debtors and stocks were accurate, and this would be reviewed.

The Committee agreed that it should receive monitoring reports on the performance of DUP twice a year.

Resolved: to approve a revolving credit facility to DUP Ltd of a maximum of £100k at an interest rate slightly above the University's own revolving credit facility, with all outstanding funds to be repaid by 31 July 2012 and security to be sought in the form of ownership of publication rights. DUP would be required to meet any legal costs incurred by the University in arranging the facility.

8. SCHEDULE OF DELEGATION

The Secretary introduced a paper proposing changes to the Schedule of Delegation and Decision-Making Powers. The Secretary, the Director of Finance and the Clerk to Court had reviewed the schedule, and the changes proposed amounted to mechanisms to countersign decisions delegated to a single officer, the introduction of some powers which had been found to be missing, and the re-assignment of two powers (i.e. approval of car parking charges by the Secretary (previously the Committee) and the approval of tuition fees by the Senior Management Team (previously the Committee)).

Resolved: to recommend to Court that it approve the revised schedule, subject to the insertion of a cover note to explain the proposed changes more clearly, and subject to the insertion of clauses covering procurement.

APPENDIX 4

COURT RETREAT
1 September 2008 -West Park Centre
Summary and Action Points
(Minute 10)

The Principal gave an introductory overview of the University's achievements and the current financial position set against the backdrop of the prevailing economic climate and Government policy on higher education. He laid out the general challenges facing the University and the sector.

The Quality of the Student Experience

Professor Calderhead (Vice-Principal (Educational Development)) gave a presentation, in which he provided a digest of recent student surveys: the National Student Survey (NSS), the International Student Barometer (ISB), and the Unite 2007 student satisfaction survey. In discussion the following points emerged:

- Importance of encouraging widespread student engagement
- Making sure academic staff understand the technological sophistication of today's students
- Nature of the 'contract' between the student and the University
- Standards for contact hours and communication with students
- Quality of arrivals information and 'aftercare' for overseas students
- Emphasis on the quality of the University's web presence
- Engagement of local schoolteachers in the activity of the University
- Availability of the University's research to the wider community

<i>Specific Action</i>	<i>Lead</i>
1. Work with DUSA to increase student engagement at all levels	Director of Quality Assurance
2. Review arrivals procedures, in particular the quality of information sent to overseas students	Director of Admissions & Student Recruitment
3. Address the problem areas identified in the NSS and ISB	Professor J Calderhead

What is Employability?

Professor Whatley (Vice-Principal and Head of the College of Arts & Social Sciences) gave a presentation in which he outlined the importance of addressing employability issues, and outlined approaches being undertaken in his College to improve the employability of its students, highlighting in particular two schemes LEAP (Law Employability and Professionalism), PEG (Professionalism and Employability in Geography), as well as the Enterprise Gym and Personal Development Planning. In discussion the following points emerged:

- Potential disparity between provision for the professional programmes and general arts and science programmes
- Coherence of employability issues across the University in the non-professional disciplines
- Outside the professional areas, students need to be able to recognise the employability benefits of HE, particularly when students are facing increasing debt
- Recognition of the importance of embedding employability issues within the individual academic disciplines
- Addressing employability issues for overseas students, acknowledging the difficulties attached
- Importance of extra-curricular activities

<i>Specific Action</i>	<i>Lead</i>
1. Set up an 'Employability Task Group' to develop a University-wide employability strategy	Professor CA Whatley

Research Excellence: Playing to the Translational Research Agenda

Professor Downes (Vice-Principal and Head of the College of Life Sciences) gave a presentation discussing best practice from across the sector on the issue of addressing translational research. He highlighted two centres in Cambridge (The Institute of Metabolic Science and The Cambridge Institute for Medical Research), explaining their structures and drawing out issues for Dundee to consider. In discussion the following points emerged:

- Importance of engaging in initiatives only where we have competitive strength, or where this can be reasonably developed
- Question of critical mass
- Importance of co-location of research staff
- Horizontal versus vertical integration of scientific effort
- Problem of effective leadership, particularly for vertical integration models
- Care that translational structures do not undermine existing management structures
- Tension in working to improve both the Scottish and the local research base
- Collaboration within Scotland (pooling)
- Question of translation in disciplines other than life sciences and medicine

<i>Specific Action</i>	<i>Lead</i>
1. Establish group to review translational research strategy	Principal
2. Consider scope for developing translational research in disciplines outwith the life sciences and medicine	Professors AH Anderson and CA Whatley

Research Excellence: Harvard School of Public Health

Professor Leigh (Vice-Principal and Head of the College of Medicine, Dentistry & Nursing) gave a presentation, in which she discussed research in public health and focussed on the model of the Harvard School of Public Health. She also highlighted two English models: the London School of Hygiene & Tropical Medicine and the Cambridge Institute of Public Health. She concluded by drawing out lessons for the University of Dundee. The following points emerged in discussion:

- Potential of Population Science at the University of Dundee
- Opportunities for building critical mass through involvement of the social sciences
- Problems in achieving critical mass should not endanger the recognition of, or lead to our underestimating, our capabilities and potential
- Question of collaboration in Scotland – a definition of where to collaborate and where to develop independent strength is needed
- Harvard as a centre of excellence has a majority of faculty provided by external funding – a model that needs to be adopted more widely in CMDN

<i>Specific Action</i>	<i>Lead</i>
1. Develop a business plan to increase activity in population science (doubling PIs) over five years	Professor IM Leigh
2. Develop the involvement of social sciences, and nursing and midwifery in public health research at Dundee	Professors IM Leigh and CA Whatley

Research Environment: Funding, Context & Strategy

Professor Boxer (Vice-Principal (Research & Enterprise)) gave a presentation, explaining the funding mechanisms for research in higher education, in particular pointing out the difficulties flowing from the University's large proportion of charity-funded research. He explained Full Economic Costing and also the Research Assessment Exercise. The focus for Dundee was to enhance recruitment and retention of high quality research staff, while carefully managing the research balance across disciplines and ensuring the University is able to respond quickly to appropriate funding opportunities. The following points emerged in discussion:

- Sustainability of areas that do not attract large amounts of research grant income
- Balance of charity and non-charity funded research
- Building stronger relationships with charities
- Exploring European avenues for research funding
- Interplay of interdisciplinarity and broad research spread
- Exploration of environmental science and policy as an area for development
- Role of the lone scholar in the University's mix of research activity

<i>Specific Action</i>	<i>Lead</i>
1. Ongoing activity by Deans and Heads of College to examine the sustainability of disciplines not attracting appropriate levels of research grant income	Heads of College
2. Explore and, where appropriate, promote applications to European funding streams	Professor DH Boxer
3. Further exploration of the 'environment' as a significant research area	Professor DH Boxer

4.	Ongoing activity to strengthen relationships with major charities	Principal, Heads of College
5.	Identify how support could be improved for academics in applying for research grants and raising external income	Professor DH Boxer

Internationalisation Review

The Director of Strategic Planning gave a presentation on the University's approach to internationalisation. He gave a definition of an international university, and suggested ways in which the University could successfully emulate other 'international' institutions in the areas of recruitment, research and knowledge transfer, the student experience and partnerships and collaborations, all underpinned by an internationally focussed, effective customer relationship management system. In discussion the following points also emerged:

- Collaboration with other Scottish institutions on a Scottish brand versus the development of a clear institutional brand and image
- Synchronisation of overseas visits to achieve multiple goals
- Offshore activity and ensuring student and general academic quality
- Acculturation of overseas students in Western study methods

<i>Specific Action</i>	<i>Lead</i>
1. Disseminate results of the internationalisation review	Director of Strategic Planning
2. Develop an action plan out of the review	Director of Strategic Planning

APPENDIX 5

SCHEDULE OF DELEGATION AND DECISION-MAKING POWERS (Minute 12(1))

Duration of Validity: With effect from 27 October 2008 and until such date as it may subsequently decide, the Court has reserved specific powers to itself and delegated others as set out in this Schedule.

Purpose: To define those decision-making powers that are reserved for specific levels of authority. The Schedule is not intended as a general description of roles, remits and responsibilities.

Coverage: Bodies and individuals involved in the management of the University.

Reporting Arrangements: It should be assumed that all significant matters are reported to the Court unless otherwise explicitly stated.

Vacation Powers: Court will determine arrangements for summer vacation powers at the final meeting of each session.

Delegated Powers: While the schedule identifies that certain powers are delegated to specific committees or individual office-holders, any committee or office-holder may decide that a particular issue requires to be ratified by a higher level of authority.

Named Deputies/Alternates: Where powers are reserved to individuals, it should be assumed that a nominated deputy or alternate may exercise the same power in the absence of the postholder.

Audit Committee: The Audit Committee may investigate any matters within its terms of reference with full access to information and University personnel. The Committee shall bring to the attention of the Chairperson of Court any matter of concern to the Committee.

Financial Limits: Where decision-making powers have been delegated with financial limits, these limits are escalated from individuals to another individual/body etc, as follows:

Capital projects: Secretary - Senior Management Team - Court

Disposal of assets: Deans /Directors - Secretary - Court

Business plans: Heads of Colleges/Secretary - Senior Management Team - Finance & Policy Committee

Contracts (non-research): Secretary - Principal - Finance & Policy Committee (This excludes procurement contracts, which are managed by the procurement office in accordance with relevant legislation.)

Loans/grants to subsidiary, spin-out and associated companies: Director of Finance – Finance & Policy Committee

1. **University Court**

Strategic and Financial:

- 1.1 Approve strategic plans, financial forecasts and ancillary documents prior to submission to SFC

- 1.2 Approve financial strategy, including annual capital programme and annual budgets for faculties and support services (and in-year changes to budgets amounting to more than 1% of turnover)
- 1.3 Approve annual accounts, including those of subsidiary companies
- 1.4 Approve areas for reporting via Key Performance Indicators
- 1.5 Approve specific capital projects with an anticipated value of over £1m

Appointments:

- 1.6 Approve appointment of Chancellor (in consultation with Senate)
- 1.7 Approve appointment of Principal (in consultation with Senate)
- 1.8 Approve appointment of Vice-Principal(s) (in consultation with Senate)
- 1.9 Approve appointment of Secretary (in consultation with Senate)
- 1.10 Approve appointment of internal and external auditors
- 1.11 Approve appointment of co-opted members of Court
- 1.12 Approve membership of Court Committees

Dismissals:

- 1.13 Approve dismissal of academic staff, once procedure established by Statute and Ordinance has been completed

Other:

- 1.14 Approve changes to Charter and Statutes and new Statutes (in consultation with Senate and subject to Privy Council ratification)
- 1.15 Approve changes to Ordinances and new Ordinances (in consultation with Senate)
- 1.16 Approve creation and alteration of Colleges and Schools and their constitutions
- 1.17 Approve disposal of assets valued at more than £1m
- 1.18 Approve arrangements for making academic and academic-related posts redundant and approve any subsequent redundancies
- 1.19 Approve arrangements for superannuation of employees
- 1.20 Approve standing orders for operation of Court
- 1.21 Approve severance terms and substantial changes to pay and/or terms and conditions of the Principal

2. **Senate**

- 2.1 Approve Learning & Teaching Strategy
- 2.2 Approve Research Strategy

- 2.3 Approve degree regulations
- 2.4 Award degrees and other qualifications, including honorary degrees
- 2.5 Approve appointment of members of Senate Committees
- 2.6 Elect Senatorial members of Court
- 2.7 Approve policy for the admission of students to the University
- 2.8 Approve honorary professorial appointments on recommendation of Senior Management Team
- 2.9 Approve conferment of Emeritus titles on former members of staff
- 2.10 Approve affiliation of Schools to Colleges
- 3. **Senior Management Team**
 - 3.1 Approve specific capital projects more than £500k, and up to £1m, in value
 - 3.2 Approve business plans for projects involving non-capital spend with an annual value of more than £75k and up to £250k
 - 3.3 Approve student fee rates (home and overseas) after appropriate consultation
 - 3.4 Approve projects for funding from the central Strategic Investment Fund
 - 3.5 Approve requests from budget-holders to recruit staff
 - 3.6 Approve early retirement and voluntary severance cases, where these are in line with agreed guidelines
- 4. **Finance & Policy Committee**
 - 4.1 Approve business plans for projects involving non-capital spend with a projected annual value of more than £250k
 - 4.2 Approve non-research-related contracts or amendments/cancellation of contracts with a value of more than £250k
 - 4.3 Approve loans and grants to subsidiary, spin-out and associated companies of more than £100k
 - 4.4 Approve Financial Regulations
 - 4.5 Approve guidelines for University investments
 - 4.6 Approve changes to accounting policies
 - 4.7 Be consulted on changes to employer's contributions to the University of Dundee Superannuation Scheme
- 5. **Human Resources Committee**
 - 5.1 Approve policies and procedures affecting human resources, including health and safety

6. **Remuneration Committee**
 - 6.1 Define salary increases for professorial and equivalent academic-related staff, including the Principal
 - 6.2 Determine early retirement and voluntary severance terms for members of staff, except the Principal
 - 6.3 Approve exceptional removal & other expenses where the amount is greater than £5k
 - 6.4 Determine maximum levels of management responsibility payments for Deans and Associate Deans (or equivalent)
7. **Audit Committee**
 - 7.1 Approve process for appointment of internal and external auditors
 - 7.2 Approve internal audit needs assessment and internal audit strategic and operational plans
 - 7.3 Approve annual report of internal auditors for submission to SFC
8. **College Staff Review Groups (Academic)**
 - 8.1 Determine promotions to senior lecturer
 - 8.2 Approve accelerated advancement and contribution-related points
 - 8.3 Approve confirmation of appointments following probation
 - 8.4 Hear first stage appeals
9. **Standing Committee on Readerships**
 - 9.1 Approve promotions to reader
10. **Annual Review Group (ALC)***
 - 10.1 Determine accelerated advancement and contribution-related points for ALC staff
11. **Technical Staff Review Committee***
 - 11.1 Determine accelerated advancement and contribution-related points for technical staff
12. **Clerical Staff Review Committee***
 - 12.1 Determine accelerated advancement and contribution-related points for clerical staff
13. **Ethical Review Committee**
 - 13.1 Determine an ethical review process and policy on all matters relating to animals on University premises
14. **College Boards**

* Note: the future of these annual review committees is subject to further consultation with the recognised unions in the light of the new pay and grading structure.

- 14.1 Elect representatives to Senate
- 14.2 Approve degree programme content and assessment methods
- 14.3 Approve honorary appointments in the College (except professorial)
- 15. **School Boards**
 - 15.1 Approve appointments of Conveners of Programme Boards
- 16. **Academic Council**
 - 16.1 Elect representatives to Court
 - 16.2 Elect representatives to Senate
- 17. **Termination of Studies (Appeals) Committee**
 - 17.1 Receive and determine appeals from students against termination of their studies
- 18. **Undergraduate Appeals Committee**
 - 18.1 Receive and determine complaints and appeals by undergraduate degree candidates
- 19. **Principal**
 - 19.1 Appoint Deputy Principals
 - 19.2 Appoint Deans, in consultation with School Boards
 - 19.3 Approve, with the countersignature of the Director of Finance, non-research-related contracts or the amendment/cancellation of contracts with a value of more than £100k and up to £250,000
 - 19.4 Initiate procedures for promotion to personal chairs
 - 19.5 Approve membership of professorial appointing committees
 - 19.6 Approve promotions and appointments to chairs
 - 19.7 Approve, with the countersignature of the Director of Finance, the formation or winding up of subsidiary, spin-out and associated companies
 - 19.8 Approve appointment of University employees as directors of subsidiary, associated and spin-out companies
 - 19.9 Determine levels of management responsibility payments to Deans and Associate Deans (or equivalent)
- 20. **Vice-Principals**
 - 20.1 Exercise full disciplinary powers in relation to students (Ordinance 40)
- 21. **Heads of Colleges**
 - 21.1 Approve allocation of resources within the College

- 21.2 Approve expenditure within agreed budgets and in accordance with the Financial Procedures Manual
 - 21.3 Approve, with the countersignature of the Director of Finance, business plans for relevant projects involving non-capital spend up to an annual value of less than £75k
 - 21.4 Approve creation of new posts, filling of vacant posts and extension of existing posts
 - 21.5 Approve extended leave of absence for academic staff
 - 21.6 Approve confirmation of appointments following probation for relevant ALC staff
22. **Deans of Schools**
- 22.1 Approve allocation of resources within School
 - 22.2 Approve expenditure in accordance with the Financial Procedures Manual
 - 22.3 Approve disposal of assets valued at less than £5k
23. **Secretary**
- 23.1 Approve, with the countersignature of the Director of Finance, specific capital projects up to £500k in value
 - 23.2 Approve, with the countersignature of the Director of Finance, non-research-related contracts or amendments/cancellation of contracts with a value up to £100k
 - 23.3 Approve, with the countersignature of the Director of Finance, business plans for relevant projects involving non-capital spend up to an annual value of less than £75k
 - 23.4 Approve, with the countersignature of the Director of Finance, property leases (either as lessor or lessee)
 - 23.5 Approve, with the countersignature of the Director of Finance, disposal of assets valued at more than £5k and less than £1m
 - 23.6 Countersign with the Director of Finance loans and grants to subsidiary, spin-out and associated companies up to a maximum of £100k
 - 23.7 Approve charges for use of University car parks
 - 23.8 Apply the University seal to documents as required
 - 23.9 Approve creation of new posts, filling of vacant posts and extension of existing posts in student and academic support services
 - 23.10 Approve membership of appointing committees for non-academic grade 10 appointments
 - 23.11 Approve appointments of non-academic grade 10 staff
 - 23.12 Approve arrangements for hearing appeals by students and members of staff and for other proceedings under Statute 16 (except redundancy)
 - 23.13 Approve confirmation of appointments following probation for relevant ALC staff

24. Directors of Student & Academic Support Services

24.1 Approve expenditure in accordance with agreed budgets and the Financial Procedures Manual

24.2 Approve disposal of assets valued at less than £5k

25. Director of Finance

25.1 Approve changes to Financial Procedures Manual and Purchasing Manual

25.2 Approve administrative and security arrangements relating to University investments and bank accounts

25.3 Enter into borrowing arrangements, and renew as necessary, in accordance with financial strategy approved by Court

25.4 Approve, with the countersignature of the Secretary, loans and grants to subsidiary, spin-out and associated companies up to a maximum of £100k

25.5 Countersign with the Principal non-research-related contracts or the amendment/cancellation of contracts with a value of more than £100k and up to £250k, and countersign with the Secretary those with a value up to £100k

25.6 Countersign with the Principal the formation or winding up of subsidiary, spin-out and associated companies

25.7 Countersign with the relevant Head of College business plans for projects involving non-capital spend up to an annual value of less than £75k

25.8 Countersign with the Secretary specific capital projects up to £500k in value

25.9 Countersign with the Secretary business plans for relevant projects involving non-capital spend up to an annual value of less than £75k

25.10 Countersign with the Secretary property leases (either as lessor or lessee)

25.11 Countersign with the Secretary the disposal of assets valued at more than £5k and less than £1m

26. Academic Secretary

26.1 Approve appointment of external examiners

27. Director of Human Resources

27.1 Approve dismissal of non-academic staff

28. Director of Research & Innovation Services

28.1 Approve research-related contracts or amendments/cancellation of contracts

28.2 Approve licensing agreements on behalf of the University

28.3 Act as sponsor for clinical trials

APPENDIX 6

GOVERNANCE OF CLINICAL TRIALS Delegated Responsibilities to NHS Tayside (Minute (12(2)))

Responsibilities for Pharmacy

The University of Dundee delegates the management, supply, handling, labelling, dispensing and destruction or return of Clinical Trials Investigational Medical Products (CTIMPs) and associated documents to NHS Tayside Patient Services, Pharmacy Department, in accordance with procedures CT 1-14 of the Standard Operating Procedures of NHS Tayside Patient Services, Pharmacy Department (annex provides a list of these procedures).

Laboratory Handling of Human Tissue Samples

The University of Dundee delegates all tasks related to the Good Clinical Practice-legislated handling of agreed human samples to NHS Tayside Laboratory Medicine, including for example haematology, biochemistry and bacteriology. This includes sample chain of custody, document control, reporting and management of alert values, equipment validation and calibration, security, training and disaster management.

Maintenance of Equipment

The University of Dundee delegates responsibility for maintenance of appropriate University of Dundee clinical trial equipment to NHS Tayside Department of Medical Physics. It is the responsibility of the University of Dundee to alert NHS Tayside Department of Medical Physics to requirements for maintenance and calibration. It is the responsibility of NHS Tayside Department of Medical Physics to keep records documenting maintenance history.

Radiology and Nuclear Medicine

The University of Dundee delegates responsibility for the radiological procedures that take place in the NHS Tayside Departments of Radiology and Nuclear Medicine on participants in University of Dundee clinical trials to those NHS Tayside Departments of Radiology and Nuclear Medicine. This includes all aspects of radiology and nuclear medicine measurements in these departments as overseen by the NHS Tayside Department of Radiology Governance Committee.

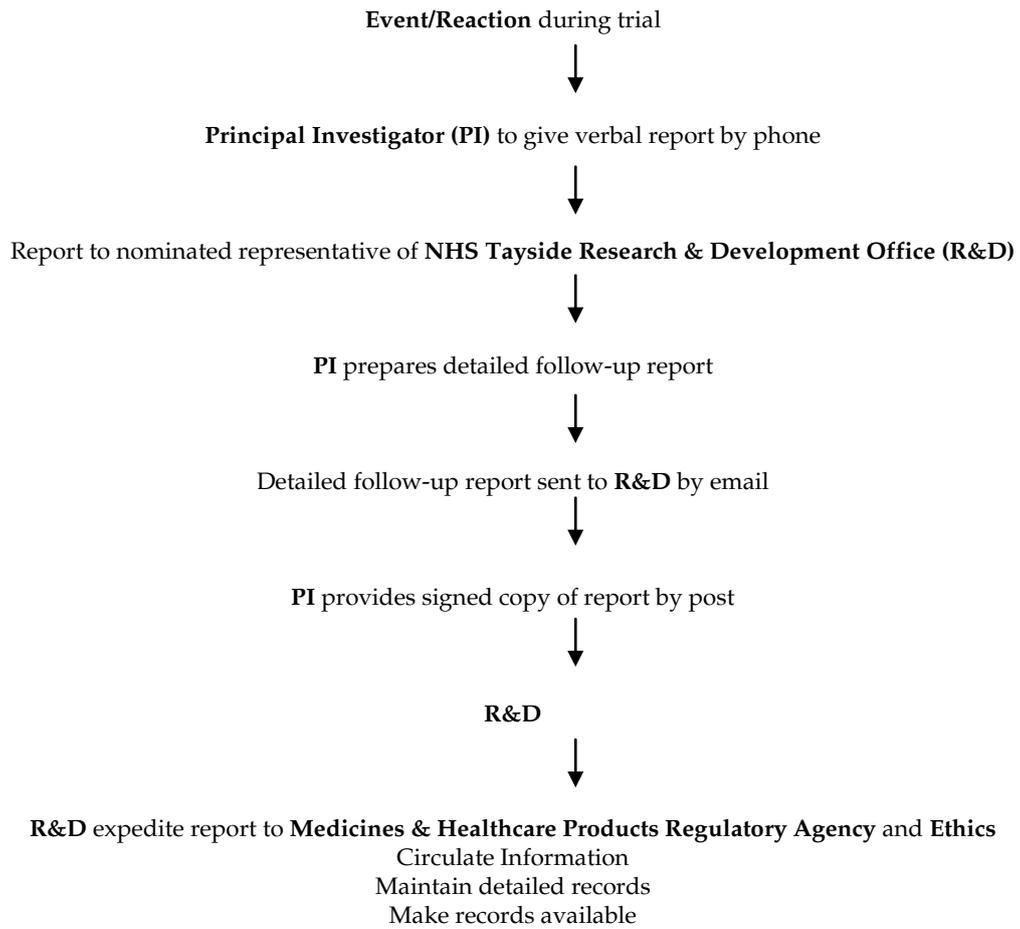
Approval of Trials

The University of Dundee delegates aspects of the approval process for the start-up and running of clinical trials in Tayside to the NHS Tayside Research & Development Office in accordance with the attached flowchart (annex b refers) and guidelines on required documentation (annex c refers).

Pharmacovigilance

The University of Dundee delegates responsibility for pharmacovigilance to the NHS Tayside Research & Development Office in accordance with that department's relevant standard operating procedures, with events reported according to the following flowchart:

* Standard Operating Procedures, NHS Tayside Research & Development Office Guidelines on: Pharmacovigilance in Clinical Trials of Investigational Medicinal Products. Notification and Safety Reporting by Investigators and Sponsor, Version, June 2006



NHS Tayside R&D**Non-commercial Research documents required for Review and NHS Tayside Governance / Management Approval**

- Scanned images or original electronic versions acceptable
- May be editable or locked
- Scanned jpg, pdf or Office formats
- Zipped files may be blocked by firewalls, and are not recommended

Document	Investigator-led, non-commercial research:
Final Protocol	Required
Funding Application (s)	Required
NRES parts A, B or R& D IRAS Parts A-D	Required.
SSI (for NRES applications)	Required for local R&D approval (where required by MREC) & for SSA review where appropriate
Sponsor Confirmation / Acceptance letter, including evidence of Peer Review	Required – can be signed sponsor sheet of ethics application or signed sponsor letter or both If evidence of peer review & sponsorship is available separately, this can be provided instead.
Employment status and CV of investigator(s) who will be carrying out the research and are not named on grant or ethics app	Required for local R&D approval
Project Registration form (PRF)	For University of Dundee administered grants only
Research Passport (RP)/ Honorary contracts for researchers across > 1 NHS Scotland Health Board	Required If appropriate for participating personnel
Funding Award Letter (s)	Required
NRES favourable opinion letter	Required for local R&D approval
MHRA approval	(where appropriate) Required for local R&D approval
Trial Agreements	Required (where appropriate) Draft model agreement required, or draft non-standard agreement

Document	Investigator-led, non-commercial research: MRAD
Patient Information Sheet	Required
Consent form	Required
Clinical Trial indemnity	Required
Clinical Trial Insurance	Required If indemnity offered by sponsor
Materials Transfer Agreement	Required (where appropriate)
Equipment indemnity	Required in certain circumstances where devices are on loan to NHS
Ionising Radiation Approval certificate	Where appropriate
Support department consent	Dealt with by R&D office

APPENDIX 7**COMMUNICATIONS FROM THE SENATUS ACADEMICUS
(Minute 13)****1. PRINCIPAL'S REPORT**

In addition to the many staff highlighted in his report, the Principal also congratulated Professor Mark Chaplain, Head of the Division of Mathematics, School of Engineering, Physics & Mathematics, on his recent receipt of a prestigious European Research Council Advanced Investigator Grant.

On the future recruitment of taught postgraduate students, the Principal was asked to comment on how the University intended to address the implications of the current uncertainty in the world's financial markets. The Principal observed that while such recruitment was important, large parts of the University were not hugely dependent on that market. Given the suddenness of the recent collapse of financial markets, it was very difficult to judge at this time the impact for the University on future overseas postgraduate recruitment but the situation would be kept under constant and close review.

The Senatus decided: to note the report.

2. UNIVERSITY COURT

The Senatus received a communication from the meeting of the University Court held on 9 June 2008.

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

3. HONORARY DEGREES COMMITTEE

The Senatus received a report of a meeting of the Committee held on 23 September 2008.

The Senatus decided: to approve the report.

4. PROFESSORES EMERITI

The Senatus decided: subject to the concurrence of Court, to confer the title of Professor Emeritus upon the following:

Professor K M Newton
Professor D I Rowley
Professor B Williams

5. SENATE ELECTION TO COURT

To note that Professor Georgina Follett has been elected to serve as a Professorial member of Senate on the Court until 31 July 2009 (to fill the remainder of Professor Ann Burchell's period of office).

APPENDIX 8**AUDIT COMMITTEE
(Minute 14)**

A meeting of the Committee was held on 8 October 2008.

Present: Mr R Burns (Convener), Mr J Barnett, Dr H Marriage.

In Attendance: Mr BWM Johnston, Secretary, Director and Deputy Director of Finance, Mr A Gray (PricewaterhouseCoopers), Ms EP Wells (PricewaterhouseCoopers), Mr F Wilson (PricewaterhouseCoopers), Mr G Devlin (Grant Thornton) and Clerk to Court.

1. MINUTES

Resolved: to approve the minutes of the meeting on 20 May 2008, subject to minor amendment.

2. MATTERS ARISINGJoint Audit Committee (Minute 9(1))

The Clerk to Court reported that he had been in contact with the Secretary of the University of Abertay, Dundee's Audit Committee. The University of Abertay was keen to hold a joint meeting. Committee members were agreeable to such a meeting, but only as long as there was an agreed agenda with items of significance. The Clerk to Court would take this matter forward.

3. INTERNAL AUDIT**(1) Review of the Finance Function in Support of Long-term Financial Sustainability**

Mr Wilson presented the report, which was a follow-up to the initial review a year ago entitled 'Business process review in support of long-term financial sustainability'. As part of the present report, the internal auditors had spoken to a number of staff, including College Accountants, School Secretaries and Heads of Colleges as well as the Director and Deputy Director of Finance during May and June 2008. The meetings took the form of open discussions exploring the financial awareness of Schools and Colleges as well as their perception of the central finance function twelve months on from the previous report.

The auditors reported that there was a very positive response in the Schools and Colleges to the change of direction in the Finance Office, and the main areas of progress for these stakeholders were: stronger feeling of trust in the finance team; more inclusive and effective budget-setting process; welcome improvements to management information, coupled with growing realisation of training needs; and the positive development of the role of the College Accountant.

The report did, however, identify some areas of continuing challenge: lingering pockets of resistance to change in the University; desire among some academic managers for more training and even better management information; requirement for a stronger financial planning in the Schools, in particular beyond the 12-month budget-planning cycle; and a need for academics in schools to understand the interplay between the Finance Office and other Student & Academic Support Services.

(2) Procurement

The Committee received a report into the operation of procurement activity at the University. The report highlighted a number of positive changes since the last report into procurement in autumn 2006, and emphasised a number of areas of best practice, including the completion of contract reports, dedicated procurement officers in the Colleges of Life Sciences and Medicine, Dentistry & Nursing, and the development of framework agreements. Nevertheless, the report also revealed a number of

challenges and potential risks. The University needed to raise the profile of the Procurement Office in order to engage academics as early as possible in the procurement process, and to ensure that they understood the institution's obligations under procurement legislation. In terms of procurement information, the University needed to take steps to provide better management information by supplier or commodity type on non-staff expenditure. The introduction of the PECOS electronic procurement system across the University would assist in addressing this issue.

The report raised one high risk issue in relation to ensuring compliance with relevant legislation. The report's investigation of the handling of ten sample tenders uncovered some instances of non-compliance. Increasing the profile of the Procurement Office and providing training opportunities in the procurement process would help to address these issues as well as increase engagement from the Schools and Colleges.

The Committee discussed the post of Procurement Officer, noting that currently there was an acting officer. The Director of Finance responded that the current situation would be reviewed following the implementation of the recommendations in this and, in particular, the earlier report of autumn 2006.

The Committee also discussed the performance and effectiveness of Advanced Procurement for Universities and Colleges (APUC) Ltd.

(3) Follow-up Report 2007/8

The internal auditors provided a report outlining the extent to which recommendations for improvements made in their reports since 2005 had been implemented. Of 59 recommendations reviewed, 48 had been fully implemented, eleven partly implemented, with none remaining unimplemented. The focus for the recommendations reviewed was on those that related to financial control. None of the partly implemented recommendations were from high risk areas, and clearly work was progressing on all of them.

The Director of Finance pointed out that the University had recently been subject to a Funding Assurance inspection by the Research Councils into administrative and financial arrangements for research grants. The Research Councils had been very satisfied with the University's procedures.

(4) Annual Report for the Year ended 31 July 2008

The Committee received the internal auditors' annual report. The report concluded, without qualification, that the University's established internal control procedures were adequate to meet the control objectives and generally operated satisfactorily during the review period.

The Committee was very pleased with the improvements that had been made over the past two years, culminating in this clean report.

(5) Internal Audit Plan for period ending 31 July 2010

The internal auditors laid out the plan of proposed work for the period to 31 July 2010, which had been put together following discussions with the Secretary and Director of Finance. The Secretary noted that some work would be needed, possibly on a recurrent annual basis, to ensure that the governance of clinical trials was operating properly, in preparation for the MHRA inspection (Item 6 refers).

Resolved: to approve the plan, noting that it would be amended slightly to accommodate work for the MHRA inspection.

4. **UPDATE FROM EXTERNAL AUDITORS**

Mr Devlin provided the Committee with an oral report on the annual external audit process. The auditors had completed their interim review, uncovering no material weaknesses, and had also received the draft accounts for the year ended 31 July 2008. Audit work was therefore

ongoing and there was good communication between the auditors and the Finance Office. The audit clearance meeting was scheduled for 15 October 2008.

5. **SCHEDULE OF DELEGATION**

The Secretary introduced a paper proposing changes to the Schedule of Delegation and Decision-Making Powers. The Secretary, the Director of Finance and the Clerk to Court had reviewed the schedule, and the changes proposed amounted to mechanisms to countersign decisions delegated to a single officer, the introduction of some powers which had been found to be missing, and the re-assignment of two powers (i.e. approval of car parking charges by the Secretary (previously the Finance & Policy Committee) and the approval of tuition fees by the Senior Management Team (previously the Finance & Policy Committee)).

Resolved: to recommend to Court that it approve the revised schedule, subject to the insertion of a cover note to explain the proposed changes more clearly, and subject to the insertion of clauses covering procurement.

6. **MEDICINES & HEALTHCARE PRODUCTS REGULATORY AGENCY (MHRA) – NOTICE OF CLINICAL TRIALS INSPECTION**

The Secretary informed the Committee of the MHRA's notice of inspection of the University's systems for conducting clinical trial research. This would involve a very detailed examination of documentation, tours of facilities and in-depth interviews with key personnel. It was expected that the inspection would take place some time in 2009. Whilst the University was observing best practice, to satisfy the inspection requirements, the University needed to be able to show that appropriate governance policies and documents and standard operating procedures were in place. Work was underway to prepare for the inspection, with some resource committed to support it. Court, at its meeting on 27 October 2008, would be asked to approve a number of governance arrangements as well as the constitution of a committee to oversee the sponsorship arrangements of clinical trials. As had been pointed out above (Item 3(5) refers), one effect of the inspection would be the requirement to audit regularly units engaging or assisting in the delivery of clinical trials.

7. **HEALTH & SAFETY SUB-COMMITTEE**

The Committee received a report of the Sub-Committee's meeting on 22 September 2008. The Committee discussed the number of absences due to mental ill-health, which appeared to be high. The Committee learnt that the University carried out mental health risk assessments and had a well-supported occupational health team. It was unclear whether the number of absences was cause for particular concern or whether there was greater reporting and diagnosis of the problem compared with other organisations. The Committee was reassured that the University monitored this issue closely.

Resolved: to note the report.

8. **LEGAL/REGULATORY COMPLIANCE MATTERS**

The Secretary had no new matters to report.

APPENDIX 9

HUMAN RESOURCES COMMITTEE (Minute 15)

A meeting of the Committee took place on 2 October 2008.

Present: Dr J Lowe (Convener), Professor J Calderhead, Mr D Cathcart, Professor C P Downes, Dr H Marriage, Professor G Mires.

In Attendance: Dr DJ Duncan, Mrs PA Milne, Mrs J Strachan.

Dr Lowe welcomed Mr Donald Carthcart, to the Human Resources Committee as representative on Court for support staff.

1. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were approved.

2. MATTERS ARISING

(1) Weekly Payroll

It was noted that other work priorities had meant that the transfer of staff from weekly payroll to monthly was still pending but work on this was to resume shortly and would be progressed in the course of the academic year.

Resolved: to note the position.

(2) Performance Management

The Director of Human Resources confirmed that that the introduction of performance management was one of the University's strategic objectives and a strategic priority for Human Resources. The procedure that had been developed was for the Professoriate. Training had been provided over the summer and the VPs/Head of Colleges had been tasked with ensuring reviews took place with a report being made to the December Court on the number of reviews completed. It was confirmed that the appraisal system for other staff would be reviewed next year.

Resolved: to note the position.

(3) Re-Structuring of the College of Medicine, Dentistry and Nursing

The restructuring of the Schools of Medicine and Nursing was progressing; the academic structure in the School of Medicine was almost agreed and it was anticipated that this would be finalised by the end of the week. The support structure would then be considered.

It was clarified that the recent 'Tribal Benchmarking' exercise was not related to the re-structuring exercise and that Tribal were consultants who were providing benchmarking data on support services' activities compared to other Universities. Tribal's report was expected back around Christmas and would be circulated at this time.

Resolved: to note the position.

3. VOLUNTARY SEVERANCE SCHEME

Uptake of the Voluntary Severance scheme since February 2008 was considered. It was noted that the scheme would officially close at the end of October and a view would have to be taken at this time as to whether the scheme would be extended further. It was noted that around £4 million, out of a £6 million total saving allocation, had been achieved. It was confirmed that cases were still to be considered and that Heads of College and the University Secretary were

still scrutinising any requests coming forward. Cases that had previously been put 'on hold' had been reviewed but this had not resulted in any further approvals. It had been anticipated that the restructuring of the College of Medicine, Dentistry & Nursing might have provided the opportunity to backfill posts 'on hold', however the time frame for restructuring had not facilitated this. It was confirmed that although the current saving target was £6 million, this might have to be reviewed depending on other financial pressures.

Resolved: to note the position.

4. HUMAN RESOURCES

(1) National Pay Negotiations

The UCEA updates on the JNCHES pay agreement for October 2008 and arrangements for the 2009 negotiation consultation process were considered. The pay increase for 1 October 2008 was to be based on the September RPI figure which would be published late in October.

Resolved: to note that the University was committed to paying the October pay award in full, with arrears being paid in November.

(2) Framework Agreement

Staff had been notified of the results of the HERA exercise over the summer and appeals were now being considered. Out of 1887 posts which had been evaluated at the beginning of July, 106 had been green-circled and 42 red-circled. 204 Appeals had been lodged which was just over 10% of total posts evaluated.

The first stage of the appeal process was an informal pre-appeal stage where there was an opportunity to consider any additional information provided by the appellant. The HR Officers and the HERA Project Manager were currently working through this stage. Appeal panels would then be convened to consider cases going forward to formal appeal.

The Committee was pleased that HERA had been implemented successfully and felt that the fact that only 10% were appealing was commendable.

Discussion then moved to more recent events and the Director of Human Resources was asked to update the Committee on DUCU's dispute with the University, their contact with the Press regarding this and DUCU's assertion that the University had reneged on the Framework Agreement.

It was explained that all this had followed a meeting that had been arranged with DUCU to discuss a number of issues that had arisen out of the implementation of HERA. The meeting had not been contentious with certain issues being agreed and other issues, that had not been agreed, to be considered further.

The key point of disagreement related to the date on which academic and related staff, who had been green-circled under HERA would receive their first increment. It was explained that the normal procedure was for staff who had been promoted to serve at least 6 months in post before they received an increment. Staff who were upgraded through HERA moved to their new post on 1 August 2006 and therefore received their first increment on 1 October 2007. DUCU, however, felt that their members should have their promotion backdated to 1 August 2006 and then should receive their first increment 2 months later, on 1 October 2006. The University representatives had not agreed with this but had left the meeting confirming that they would consider this further and check what other Universities had done.

It had therefore been extremely disappointing that DUCU decided to go directly to the Press with their issues, including television coverage on STV, on the Monday, following the Friday meeting. In these reports derogatory comments about the University and a personal attack on the University Secretary were made in addition to strike action being threatened.

The Principal had subsequently been in discussion with the full-time UCU official, Mr David Bleiman over this as the University had been deeply unhappy with the action that DUCU had taken and the way this issue had been escalated to the Press with total disregard for the agreed procedures to deal with disputes.

At the Local Joint Committee on 25 September 2008, the University representatives requested an apology be made to the University Secretary and a retraction of the statement they had made. It was noted that this had not been given although a gesture had been made. It was agreed at the meeting that DUCU would set out very clearly what their issues were and that the University would formally respond to these. An extra-ordinary meeting of the Local Joint Committee was to take place on 15 October 2008 to discuss this further.

The Committee acknowledged that the University was currently in negotiation with the unions over this matter and that these negotiations were on-going. It was recognised that the dispute had been triggered by a technical issue and it would therefore be for the University to decide how to apply the relevant procedures relating to this.

The Committee felt that while it was accepted that DUCU had the right to raise issues over the application of this procedure, what was not acceptable was the way in which this had been done. Members of the Committee wished it to be noted that they condemned the union for the manner in which it had escalated this issue into the public domain, bringing the University into disrepute and causing reputational damage; for the personal attack made on the University Secretary; for the failure to follow jointly-agreed procedures and for not being prepared to work with the University in resolving the matter. Furthermore the Committee asked the University Court to endorse this statement.

- Resolved:**
- (i) to note that HERA job evaluation had been successfully implemented in July and that the appeal process was currently under way.
 - (ii) to note DUCU's dispute with the University and the decision to raise points of issue in the Press rather than through the University's procedures.
 - (iii) to request the University Court to endorse the Committee's statement condemning the unacceptable behaviour of the union.

(3) Leave of Absence Procedure

It was confirmed that the Leave of Absence Procedure had been updated to reflect the College structure and the introduction of semesters. It was explained that 'Leave of Absence' was not an entitlement or contractual right; all academic staff could apply for 'Leave of Absence' but it would be granted only according to the needs of a School or College. It was noted that it was utilised more within the Arts and Humanities disciplines.

- Resolved:** to approve the revised procedure.

(4) Mediation

The Committee was reminded that the University Court approved a strategy to address an early dispute resolution (EDR) initiative within the University for both students and staff. The University was leading the way in EDR and Fiona O'Donnell was commended for her work in progressing this initiative, organising training and making linkages with other institutions. EDR was considered very innovative and modern and exactly what was required in terms of providing another option to resolve issues.

Information regarding EDR and the University's internal mediators was on the Academic Affairs website and it was recommended that the University policies would

be updated to include information on the mediation process and to highlight the part it could play in resolving differences under the normal terms of the policy. It was suggested that a diagram might be useful to summarise and navigate between the formal and informal stages.

Resolved: The Committee supported the introduction of Early Dispute Resolution (EDR) and the inclusion of EDR in University policies and procedures.

5. EQUALITY AND DIVERSITY

The Equality and Diversity on-line training modules were now up and running and currently being piloted in a number of areas across the University. Feedback from the pilot would be considered by the working group and modifications would then be made to the modules if necessary. It was hoped that the final version of the on-line training modules would be launched by the end of the year. It was noted that the University was one of the first to introduce mandatory training of this type and the Committee felt that this was a very positive addition to the Equality and Diversity programme.

Resolved: to congratulate the Equality and Diversity Officer and members of the Working Group for their work on this initiative in progressing the development of a set of training modules for staff and students on Equality and Diversity issues.

6. PERSONAL AND PROFESSIONAL DEVELOPMENT

Reports from Management and Personal Development, Academic Professional Development and Generic Skills were received.

The Committee was pleased to note that staff were still benefiting from the Careers Bridges programme, a programme that the University had been instrumental in developing in conjunction with other Scottish Universities. The Director of Human Resources reported that the external trainer, Alistair Work, had provided training in Performance Management which had been very well received and that the University would consider using Mr Work again for future training events.

The Academic Professional Development Programme for 2008-2009 was noted and in particular the three annual internal conferences in learning and teaching, quality enhancement and professional development. The Committee was interested in the new induction programme planned for academic and research staff and looked forward to receiving feedback on this event in due course. Problems with the booking of training rooms for Academic Professional Development, Management and Professional Development and Generic Skills were noted and early discussion with Steve Boarder and Rhona Clarke was recommended regarding these problems.

The Generic Skills team was complimented on the production of an excellent report on its activities over the previous year. It was felt that the programme offered had been responsive and extremely well thought out. There was recognition that Generic Skills staff spent a lot of time developing and tailoring courses to meet local demand, liaising and interacting well with all parts of University and as such it was disappointing that uptake of training was not higher. There was general discussion about the importance of communicating to researchers at the early stages of their careers, the benefits of these courses and the importance of developing skills that would assist their careers in the future. There was agreement that the supervisors played a critical role in this and that they did need to reinforce this message.

Resolved: to note problems relating to the booking of rooms for training events and request that discussions take place with Room Bookings regarding these.

7. HEALTH & SAFETY

A report from the Health and Safety Services and minutes from the Health and Safety Sub Committee were received.

New and revised policies on Laser Safety Management, Health Surveillance, Travelling on University Work within the UK and Pregnant and New Mothers, were considered and approved.

Reference was made to the Safety Representative Health and Safety Audit and the fact that this was an essential annual audit that all School Support Service Representatives should take part in. As such it was disappointing to note that only 31 Questionnaires out of a potential 61 had been returned so far. The Committee requested that all representatives should complete the questionnaire so that an update could be given at the next meeting.

The issue of work related stress was discussed and it was noted that the University does have in place a co-ordinated approach aimed at preventing and managing work related stress. Various elements of the University's strategy to address work related stress were highlighted and specific actions taking place noted.

A report produced by the Universities and Colleges Employer's Association (UCEA) and Universities Safety and Health Association (USHA) on leading health and safety at work was considered. The document provided guidance for Vice-Chancellors and members of the governing bodies and it was agreed that it should be circulated to Court and to the Senior Management team for consideration and comment. It was confirmed that Health and Safety was taken extremely seriously in the University and although it was felt that current practice was very good it was important to continue to enhance current good practice.

To facilitate this, the University Secretary was requested to outline the current governance of Health and Safety so that this could be assessed against the checklist provided in the document. It was agreed that the Senior Management Team had an important role in providing leadership in the management of Health and Safety and embedding a culture of continual improvement. The University was fortunate in having a very strong and committed Safety Services team which was able to provide advice and guidance on Health and Safety issues and provide training. It was highlighted that Safety Services had Safety Representatives in the Colleges and together they were able to monitor and identify any weaknesses in the system. Although it was noted that currently all reports and minutes from Safety Services and the Health and Safety sub committee were circulated to Court, it was felt that there should be the opportunity for the Head of Safety Services to be able to discuss issues with the Human Resources Committee on an annual basis.

- Resolved:**
- (i) to request that the University Secretary identifies current governance and that this is assessed against the UCEA/USHA checklist by the University Secretary and the Director of Human.
 - (ii) to circulate the UCEA/USHA document to the Senior Management Team and to stress the importance of Health and Safety as a key management responsibility.
 - (iii) to invite the Head of Safety Services to attend the HR Committee on an annual basis to report on Health and Safety issues.
 - (iv) to note the University's strategy on work related stress.
 - (v) to approve the revised and updated safety policies.

8. ANNUAL REVIEW

The reports from the Annual Review Committee were considered (annex). The Committee was satisfied that due process had taken place in each of the Colleges and were pleased to note the results of the impact assessments.

It was noted that the College of Art, Science and Engineering had issued warning letters to 9 lecturers on probation however it was felt that this reflected a more rigorous approach that was now being taken within the College and a clearer understanding of the standards expected. The Committee was re-assured that appropriate support was in place for individuals affected and it was noted that the Head of College had offered to speak to all staff in this position.

The Director of Human Resources confirmed that Annual Review was the mechanism by which promotion of staff from Grade 7 to Grade 8 was also considered. The Framework Agreement stated that the normal expectation was that academic staff would progress from Grade 7 to Grade 8, provided there had been satisfactory performance and development of the role. It was noted that DUCU's view was that progression from Grade 7 to Grade 8 should be automatic but the wording in the Framework Agreement, and the reference to 'gateways', was very clear.

Resolved: to note the Annual Review reports and Impact Assessments for the Colleges.

9. **LOCAL JOINT COMMITTEES**

(1) University/Unite Joint Committee

The minutes of the meeting held on 17 September 2008, were received.

(2) University/UNISON Local Joint Committee

The minutes of the meeting held on 17 September 2008, were received.

(3) University/DUCU Local Joint Committee

It was noted that minutes of the meeting held on 25 September were not yet agreed and that papers would be submitted to the next meeting of the Human Resources Committee

ACADEMIC STAFF ANNUAL REVIEW COMMITTEES

COLLEGE OF LIFE SCIENCES

A meeting of the Committee was held on 10 July 2008.

Present: Professor P Downes, VP & Head of College of Life Sciences (Chair)
 Professor M Ferguson, Dean of School of Life Sciences Research
 Dr J Elliott, Dean of School of Life Sciences Learning & Teaching
 Professor I McLean, Division of Pathology & Neuroscience
 Professor S Black, Head of the Centre for Anatomy and Human Identification
 Professor D Cantrell, Head of the Division of Cell Biology and Immunology
 Professor J Blow, Deputy Head of the Division of Gene Regulation & Expression
 Professor C Halpin, Deputy Head of the Division of Plant Sciences
 Mrs G Jones, HR Officer

CHAIR INTRODUCTION

Meeting convened in accordance with the Academic Staff Annual Review Procedures and Guidelines 2008. Exceptionally, due to the implementation of HERA, all promotions to Grade 9 will be backdated to 01 October 2007. The role of the Annual Review Group is to exercise judgement on the extent and sustainability of achievement of individual members of staff at the higher level in an expanded role.

NOTES OF INTERNAL COLLEGE PROMOTION COMMITTEE HELD ON 28 MARCH 2008

Meeting was convened in anticipation of the invitation from the University to all Academic Teaching and Research Staff to take part in the Academic Annual Review 2008, the first Annual Review to take place in the context of HERA.

ANNUAL REPORTS FOR STAFF ON PROBATION

The group noted that the mentorship process is working effectively, but that the current University probation review pro forma is not fit for purpose, where the College has established criteria for Teaching & Scholarship, Teaching & Research and Research Specialist probation/tenure review.

Template to be devised and brought to August School Research Board for approval for use at future CSARG.

TENURE TRACK PIS

Resolved: to note probationary annual reports for 9 Principal Investigators.

FIXED-TERM LECTURER

Resolved: to note probationary annual report for 1 fixed-term Lecturer.

FIXED-TERM TEACHING LECTURER

Resolved: to note probationary annual report for 1 Teaching Lecturer.

CONFIRMATION OF PROBATION STYLE PROCESS

Resolved: to note confirmation of probation style process for 1 Teaching/Research Fellow.

NOMINATIONS FOR PROMOTION TO GRADE 8

Resolved:

- (i) to approve promotion from grade 7 to grade 8 for 6 Teaching Lecturers (Teaching & Scholarship);
- (ii) to decline promotion from grade 7 to grade 8 for 1 Teaching Lecturer but to support re-categorisation from Teaching & Scholarship to Teaching & Research HERA role profile;
- (iii) to approve promotion from grade 7 to grade 8 for 1 Postdoctoral Research Assistant, subject to confirmation of external funding.

NOMINATIONS FOR PROMOTION TO GRADE 9

- Resolved:**
- (i) to approve promotion from grade 8 to grade 9 for 2 Teaching Lecturers (Teaching & Scholarship);
 - (ii) to approve promotion from grade 8 to grade 9 for 1 Principal Investigator (Teaching & Research).
 - (iii) to decline promotion from grade 8 to grade 9 for 1 Teaching Lecturer (Teaching & Scholarship).

PROFESSORIAL NOMINATIONS

Professorial nominations for recommendation to the appropriate University Review Committee were received from the respective Heads of Divisions in regard to 3 members of staff. It was agreed that full nominations should be prepared on behalf of two of the members of staff by their respective Heads of Division with supporting letters from the Dean. The Dean to seek informal comments from external assessors as part of this preparation. Full nominates to University Professional Promotions Committee by end of September, 2008.

COLLEGE OF ART, SCIENCE & ENGINEERING

A meeting of the Committee was held on 30 July 2008.

Present: Professor AH Anderson, Vice Principal and Head of College (Chair)
 Professor G Follett, Deputy Principal, Duncan of Jordanstone College of Art and Design
 Dr MR Jones, Dean, School of Engineering, Physics and Mathematics
 Professor P Gregor, Dean, School of Computing
 Mr G Hutton, Dean, School of Architecture
 Professor R Duck, External College Representative
 Mrs M. Davidson, College Human Resources Officer

PROBATIONARY ANNUAL REPORTS

Resolved: (i) to note annual reports for 5 lecturers;
 (ii) to approve early confirmation of appoint for 2 lecturers, subject to completion of the LTA module;
 (iii) to note annual reports for 3 Teaching Fellows;
 (iv) to obtain further information to enable the committee to comment on 3 Teaching Fellows' reports.

ELIGIBLE FOR CONFIRMATION OF APPOINTMENT AT 1 OCTOBER 2009

Resolved: (i) to note the annual report for 1 Lecturer;
 (ii) to approve early confirmation of appointment for 1 Lecturer, subject to completion of the LTA module;
 (iii) to issue warning letters to 9 Lecturers;
 (iv) to note the annual report for 1 Teaching Fellow;
 (v) to issue a warning letter to 1 Teaching Fellow.

CONFIRMATION OF APPOINTMENTS 2008

Resolved: (i) to approve confirmation of appointment for 4 Lecturers;
 (ii) to consider confirmation of appointment for 1 Lecturer following circulation of further information to the committee;
 (iii) to extend probation by 1 year for 3 Lecturers;
 (iv) to approve confirmation of appointment for 3 Teaching Fellows;
 (v) to extend the probationary-style review by 1 year for 2 Teaching Fellows.

PROMOTION FROM GRADE 7 TO GRADE 8

Resolved: to approve promotion from Grade 7 to grade 8 for 1 Research Fellow.

PROMOTION FROM GRADE 8 TO GRADE 9

Resolved: (i) to approve promotion to Senior Lecturer for 6 existing Lecturers;
 (ii) to decline to promote 10 Lecturers.

COLLEGE OF ARTS & SOCIAL SCIENCES

A meeting of the Committee was held on 8 September 2008.

Present: Professor C Whatley, Vice-Principal and Head of College
 Professor J Calderhead, Acting Dean, School of Education, Social Work and Community Education
 Professor A Page, Dean, School of Law
 Professor N Davey, Dean, School of Humanities
 Professor M Bennett, Dean's Representative, School of Psychology
 Professor R Duck, Dean, School of Environmental & Social Sciences
 Professor D Collison, Dean's Representative, School of Accounting & Finance
 Mr I Ball, Acting Dean, Postgraduate School of Management & Policy
 Ms L Stevenson, College Representative, School of Accounting & Finance
 Professor P Davies, External Representative, College of Science & Engineering
 Ms L Potter, College Secretary
 Mrs K Gray, College HR Officer
 Ms L Poor, College HR Officer

PROBATIONARY ANNUAL REPORTS

Resolved: (i) to note annual reports for 10 Lecturer;
 (ii) to note annual reports for 7 Teaching Fellows;
 (iii) to note annual report for 1 Academic Fellow.

LECTURERS ELIGIBLE FOR CONFIRMATION OF APPOINTMENT AT 1 OCTOBER 2009

Resolved: (i) to note the annual reports for 5 Lecturers;
 (ii) to issue a warning letter to 1 Lecturer;
 (iii) to obtain further information to enable the Dean and VP to comment on 1 Lecturers report;
 (iv) to note the annual reports for 3 Teaching Fellows.

EARLY CONFIRMATION OF APPOINTMENT AT 1 OCTOBER 2008

Resolved: (i) to note the annual report for 1 Lecturer but not approve early confirmation of appointment;
 (ii) to approve early confirmation of 1 Teaching Fellow but note the requirement to still complete the LTA module.

CONFIRMATION OF APPOINTMENT

Resolved: (i) to approve the confirmation of appointment for 4 Lecturers;
 (ii) to approve the confirmation of appointment for 2 Teaching Fellows;
 (iii) to approve the confirmation of appointment for 1 Teaching Fellow but note the requirement to still complete the LTA module.

EXTENSION OF PROBATIONARY PERIOD

Resolved: to extend the probationary period by 1 year for 1 Teaching Fellow.

PROMOTION FROM GRADE 7 TO GRADE 8

Resolved: to decline to promote from Grade 7 to Grade 8 for 1 Teaching Fellow.

PROMOTION FROM GRADE 8 TO GRADE 9

Resolved: (i) to approve promotion to Senior Lecturer to 7 existing Lecturers;
 (ii) to approve promotion to Senior Lecturer to 1 existing Teaching Fellow;
 (iii) to decline to promote 4 Lecturers;
 (iv) to decline to promote 1 Teaching Fellow;
 (v) to decline to promote 1 Lecturer/Teaching Fellow.

COLLEGE OF MEDICINE, DENTISTRY & NURSING

A meeting of the Committee was held on 11 September 2008.

Present: Professor IM Leigh, Vice Principal and Head of College (Chair)
 Professor MJ Pippard, Dean, School of Medicine
 Professor WP Saunders, Dean, School of Dentistry
 Professor MC Smith, Dean, School of Nursing & Midwifery
 Dr JR Elliott, Non Professorial Member of the University Court
 Dr PB Willatts, External College Representative
 Ms S Egan, College Human Resources Officer
 Mrs G Boyd, College Human Resources Officer

PROBATIONARY ANNUAL REPORTS

Resolved: (i) to note annual reports for 16 lecturers;
 (ii) to approve early confirmation of appointment for 1 lecturer;
 (iii) to note annual reports for 3 Teaching Fellows.

ELIGIBLE FOR CONFIRMATION OF APPOINTMENT AT 1 OCTOBER 2009

Resolved: (i) to note the annual report for 5 Lecturers;
 (ii) to approve early confirmation of appointment for 1 Lecturer.

CONFIRMATION OF APPOINTMENTS 2008

Resolved: to approve confirmation of appointment for 2 Lecturers.

PROMOTION FROM GRADE 7 TO GRADE 8

Resolved: to approve promotion from Grade 7 to grade 8 for 1 Academic Related member of staff, subject to a sole candidate appointing committee.

TRANSFER TO LECTURER GRADE 8

Resolved: to approve the transfer of 2 Teaching Fellows to Lecturer Grade 8.

PROMOTION FROM GRADE 8 TO GRADE 9

Resolved: (i) to approve promotion to Senior Lecturer for 9 existing Lecturers;
 (ii) to approved promotion to Clinical Senior Lecturer for 2 existing Clinical Lecturers;
 (iii) to decline to promote 4 Lecturers.

APPENDIX 10

CAMPUS SERVICES COMMITTEE (Minute 16)

A meeting of the Committee was held on 3 October 2008.

Present: Dr L A L Rolland (Convener), Professor S Gallhofer, Dr J Elliott, Mr M Arnott, Mr D MacLeod (President of the Students' Association).

In Attendance: Mr D Yule, Mr G Davies, Ms C Blake, Mr A McColgan, Mr M Galloway, Mr L Morrison (part).

1. MINUTES OF PREVIOUS MEETING

Resolved: to approve the Minute of the meeting held on 13 May 2008.

2. MATTERS ARISING

(1) Estate Strategy (Minute 2(1))

The Convener reported that the document had been approved by Court. The Director of Campus Services stated that the document should be the basis for Campus Services Committee to work out how to deliver its aims in future and that the function, remit and make-up of the Committee would be need to be reviewed accordingly. The Convener asked for Committee members to forward any input or comments on this proposal or on the Strategy itself to the Director of Campus Services.

Resolved: to report back on the implications of the Estate Strategy for the work of the Campus Services Committee.

(2) V& A (Minute 2(2))

The Director of Campus Services reported that a feasibility study was progressing and that a meeting of University officers with the First Minister was scheduled for mid-October.

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

In addition to the tabled reports the Director of Campus Services confirmed the need to upgrade the facilities at Riverside. Members agreed that the facilities needed upgrading and that this would have a positive effect on student recruitment. The proposal would have to fit within the currently agreed capital programme limits.

The Head of Estates updated the Committee on the progress of the Duncan of Jordanstone development project.

The intention was to retain and refurbish the Matthew building to make it fit for purpose and to redevelop the Crawford building. These proposals were being explored further with the consultants and the users.

Resolved: to report back to the Committee with the proposed plan early in 2009.

4. ESTATES KPIS

The Estates & Buildings Practice Manager delivered a presentation on Estates KPI's and particularly those relating to maintenance, energy use and space. He demonstrated how our KPI's compared the University to its peer group, Scottish Universities average and UK Universities average and showed them in the context of the University's strategic framework.

The headline Estates KPI's would be updated annually and the targets reviewed.

5. **BOTANIC GARDEN REPORT**

The Director of Campus Services presented the paper in the absence of the University Secretary. He advised that there had been discussions with a developer, (Duncarse Ltd) to sell Taypark House with some Botanic Gardens land which would generate income to help subsidise the Botanic Garden and secure the long term future.

Members of the Committee queried whether a better price could be obtained by putting the property on the market. It was explained that this particular developer had a reputation of developing complicated and specialist sites and it was felt that this was the best option. This approach had been approved by the Finance & Policy Committee.

There were further concerns over how realistic the timeframe was for the sale and it was agreed that this might have to be extended. It was agreed that discussions should continue with Duncarse and the Friends of the Botanic Garden.

Resolved: to continue discussions with Duncarse and Friends of the Garden.

6. **BACKLOG MAINTENANCE**

The Facilities Manager presented a paper on backlog maintenance and outlined the plan for the next three years with particular reference to prioritisation, staffing and efficiency considerations.

Members of the Committee commented that the needs of academia and building occupants should also be reflected in the schedule of works.

7. **ANY OTHER BUSINESS**

Future Agenda Items

Environmental Sustainability
Space Management