

UNIVERSITY OF DUNDEE

UNIVERSITY COURT

A meeting of the University Court was held on Monday 15 June 2009.

Present: Mr JR Milligan (in the Chair), Acting Principal Professor CP Downes, Professor RJ Abboud, Mr WI Ball, Mr R Burns, Mr D Cathcart, Dr JR Elliott, Deputy Principal Professor GLP Follett, Dr A Goligher, Dr J Lowe, Mr D McLeod (President of the Students' Association), Dr H Marriage, Dr AM Roger, Dr LAL Rolland, Mr EF Sanderson, Mr IDM Wright

In Attendance: Vice-Principals Professor J Calderhead and Professor CA Whatley, Mr PP Blake (President of the Sports Union, for Minute 69), Mr A Smith (President-elect for the Students' Association), Secretary, Director of Finance, Director of Information Services & Deputy Secretary, Directors of Human Resources and Strategic Planning and Clerk to Court

69. SPORTS UNION

(1) Annual Report

The Court received a report from the Sports Union for 2008/9, which was presented by its President, Mr Paul Blake. In his presentation, Mr Blake focussed on the increasing financial pressures faced by the Union in supporting greater numbers of successful teams competing in the top level of University sport. This year the University of Dundee had finished 31st out of 153 UK Universities. He emphasised the growing partnership between the Union and the Institute of Sport & Exercise and the importance of the relationship with the Students' Association.

The Court decided: to thank Mr Blake for his presentation.

(2) Sports Union Constitution

Mr Blake also presented to Court a revised constitution for the Sports Union (**Appendix 1**). Under University Ordinance 55, University Court approval was necessary for changes to the constitution. The changes proposed were minor and amounted to updating terminology and acronyms and raising the level of expenditure which could be authorised by the President, without recourse to the Union's Finance Committee, to £250. The Court sought clarification on rules surrounding the award of Blues and Colours to part-time students.

The Court decided: to approve the changes to the Constitution as proposed.

70. **MINUTES**

The Court decided: to approve the minutes of the meeting on 27 April 2009.

71. **MATTERS ARISING**(1) Senior Appointments (Minute 53(1))

The Court learnt that final interviews for the post of Principal & Vice-Chancellor were to be taking place on 19 June 2009. Under University Statute 5, any recommendation of the Appointing Committee required to be approved by the Court, after consultation with the Senatus, at a meeting specially called for the purpose; and the Court received notification of a proposed date on which such a meeting might take place. Members encouraged the Appointing Committee to take into account benchmark data on the remuneration of other Principals as well as the experience of the successful candidate before making a recommendation to Court on the level of remuneration for the post.

The Court decided: to agree to meet provisionally on Monday 6 July 2009 at 10am to receive the recommendation of the Appointing Committee for the Principal & Vice-Chancellor, which recommendation would include proposed terms and conditions, including salary.

(2) Kuwait (Minute 57)

The Director of Strategic Planning reported that discussions were ongoing with the agents acting on behalf of the Kuwaiti partners; these discussions centred on the concerns raised at the meeting of Court on 27 April 2009. The Director and another University representative were intending to visit Kuwait in the early autumn and would report to the meeting of Court on 26 October 2009. The Director mooted the idea of introducing smaller low-risk projects, perhaps collaborating on the delivery of taught master's programmes, as a means of building confidence with the Kuwaiti partners. This notwithstanding, some members of Court showed continued scepticism, and, while others accepted that the mood in the Gulf was changing and becoming more receptive to partnerships of this nature, there was recognition that the University should continue exploring this opportunity with caution.

(3) Effective Governance Review (Minute 60)

The Secretary reported that the first meeting of the working group established at the Court's previous meeting to carry out a review of the effectiveness of Court had taken place that morning. He notified members that the group had approved a questionnaire that would be distributed shortly to all members for completion, and he encouraged

members to be as open in their comments as possible. It was important that the Court should take the opportunity to examine its effectiveness and to identify how it could improve the way it conducted its business. As part of the review, the group would be considering *inter alia*: the composition of Court, the interrelationship of Court with the Senior Management Team and Senate, the structure and format of the Court Retreat, the opportunity for members to discuss their role with the Chairman, the review of the Charter and Statutes, etc. The Chairman reminded members that the Senatus would also conduct a similar review of its own effectiveness.

72. CHAIRMAN'S BUSINESS

The Chairman brought to members' attention the sad news that the wife of Dr John Letford, Court member and Lord Provost of Dundee, had recently died. The thoughts of Court members were with the Lord Provost and his family.

The Chairman reported the announcement in HM The Queen's recent birthday honours list that the University Chaplain, the Revd Dr Fiona Douglas, was to be awarded an MBE. The Court joined the Chairman in congratulating the Chaplain on the well-deserved and fitting honour.

The Chairman reported on the work of the Appointing Committee for the new Principal, and took the opportunity to thank the members of that Committee for their hard work and dedication to the task.

73. PRINCIPAL'S REPORT

The Court received a report from the Acting Principal (**Appendix 2**). The Acting Principal highlighted the achievements of the recipients of the three teaching awards: the Honorary Graduates' Award for Innovative Teaching, the Chancellor's Award for Lifetime Contribution to Teaching and the Senate Award for Excellence in Teaching. The recipients of the Chancellor's Award would be honoured at the graduation ceremonies later in June, and the Acting Principal took the opportunity to look forward to the ceremonies and encourage Court members to attend where possible.

He also highlighted the election of three members of the University's staff to fellowships of the Academy of Medical Sciences: Professors Irwin Mclean, Andrew Morris and Colin Watts.

He noted the establishment of the Dundee Partnership and the development of Dundee's Single Outcome Agreement with the Scottish Government. The University was identified as a supporting partner in the partnership, which was now charged with taking forward the development of the City.

74. FINANCE

(1) Finance & Policy Committee

The Court received a report of the meeting of the Committee on 27 May 2009 (**Appendix 3**).

The Court decided: to approve the report.

(2) University of Dundee Pension Schemes

The Director of Finance introduced a paper which provided Court members with an update on the University's pension schemes. In particular, he focused on the University of Dundee Superannuation Scheme (UoDSS), to which the majority of the University's clerical, technical and manual staff belonged. This scheme had been subject to an actuarial review in 2008, the findings of which had been reported to the Trustees in January 2009. The actuarial valuation of the scheme had showed a deficit of £24.8m. The review had also suggested an increase in the service rate, as a result of improved longevity and stronger financial assumptions. In order to agree a way forward for the scheme, the valuation had to be discussed by the Trustees and the employers, and in order to do this the Finance & Policy Committee had set up a group to consider the preliminary findings. It had also appointed its own actuary to provide advice for discussions with the Trustees. This sub-group had agreed recommendations to be presented to the Trustees, which included amendments to the assumptions for inflation and the deficit recovery plan as well as changes to the rules governing future service pension increases. The Trustees had subsequently agreed to the amendments to the assumptions and had also agreed that 13 years was an acceptable recovery period for addressing the deficit. On the question of future service pension increases the Trustees had agreed to change the rule such that increases would be based on the Retail Prices Index (RPI) up to a maximum of 5% but without the 3% minimum which had previously been in place. As a result of these changes, the actuarially calculated deficit had reduced to £19.8m and the future service rate had dropped to 20.3%.

The Director reported that the sector-wide Universities Superannuation Scheme had set up a joint review group to consider the rules of the scheme for the future. He suggested that Court might wish to set up a similar group to consider the current rules and future options for the UoDSS. If the Court were to agree to set up such a group, which it was proposed should have the same membership as that group set up by the Finance & Policy Committee to review the actuarial evaluation, then any recommendations would, of course, be presented to Court for approval.

The Court noted that Mr Johnston, who would depart from Court at the end of July, would at the same time also cease to be a Trustee of

UoDSS. In discussion with the other Trustees it had transpired that they were in favour of the presence of a lay Court member as a Trustee. It was proposed, however, that for the time being no new Trustee would be appointed. This would allow for the identification of an appropriate Court member who could take on the role of Trustee to the Scheme.

- The Court decided:**
- (i) to give approval for the Director of Finance to sign the actuarial review of the UoDSS, amended as outlined to members, on behalf of the University;
 - (ii) to establish a review group to consider the future options for the development of the UoDSS with the following membership:
 - Mr EF Sanderson (Convener)
 - The Acting Principal
 - Dr J Lowe
 - Mr IDM Wright;
 - supported by the Directors of Finance and Human Resources;
 - and
 - (iii) to agree, in principle, the appointment of a lay Court member as a Trustee to the UoDSS.

(3) Budget 2009/10 & Financial Projections

The Court received the proposed budget for 2009/10, for which an overall operating position of break even was projected. The process of agreeing the budget internally had proceeded in much the same way as for the 2008/9 budget, with internal discussions with Schools followed by high level discussions between the Heads of College and the Principal (and later Acting Principal), Secretary and Director of Finance. Increased pay and pension costs and the disappointing increase in Funding Council grant meant that budget discussions were protracted compared to the previous year as Colleges and the Student & Academic Support Services sought to reduce costs and identify additional income-generating opportunities. The Finance & Policy Committee had examined the budget at its meeting on 27 May 2009 and had been satisfied by the rigour and robustness of the budget-setting process. Nevertheless, it was disappointing that the University had not been able to achieve the 1% surplus that had been projected for 2009/10 under the Strategic Framework. Court members asked about the efficacy and achievements of the voluntary severance scheme, and officers undertook to provide a final report on the outcomes of the scheme at the next meeting.

The Director of Finance also presented the Strategic Plan Forecast and commentary for submission to the Scottish Funding Council (SFC). These provided a financial projection for the years to 2011/12. It was noted that there was currently a great deal of uncertainty surrounding many of the items within the projections. There were clearly significant pressures on public spending which were likely to have an adverse impact on the funding for the sector. The projections were based on continuing growth in research and tuition fee income, with pay growth limited to an overall 2.5% pa. They also assumed that SFC income would increase by 1% pa; whilst this would represent a real terms cut given the public funding pressures it was possible that this might turn out to be too optimistic. Taking all this into account this still only resulted in a 1% surplus by 2011/12 which was clearly below the target 3% contained within the Strategic Framework. One of the major challenges over the period would be cash management, it being essential that cash was managed within the constraints that existed, with a consequence for capital expenditure.

The Court decided:

- (i) to approve the proposed budget for 2009/10; and
- (ii) to approve the Strategic Plan Forecast and commentary for submission to the SFC.

75. STRATEGIC REVIEW

In light of the challenging financial landscape and the prospect of dwindling public spending for higher education, and set against the difficulties faced by the University in attempting to reach a 3% surplus, the Finance & Policy Committee had asked that the Senior Management Team bring forward a proposal that it undertake a strategic review of the University's activity as a means of identifying ways to further reduce costs and boost income generation. It was proposed that the Senior Management Team would begin to carry out a review during the summer, with the intention of providing initial findings to the Court Retreat on 4 September 2009. Officers had already briefed the campus unions on the matter. The Court was supportive of the proposal to carry out such a review.

There was encouragement from members that the University should seek to maximise its income from its knowledge transfer grant from the SFC, which was now part of the Horizon Fund. The University needed to be alert to changes in this area. Court recognised that the University of Dundee was not alone in facing up to the difficulties of the current economic situation.

The Court decided: to request that the Senior Management Team undertake a strategic review with the goal of bringing forward proposals to ensure the University's financial projections are brought back into line with the objectives of the *Strategic Framework to 2012*.

76. PERFORMANCE MONITORING: BENCHMARKING REPORT

The Court received a report from the Director of Strategic Planning which provided a comparison of the University's performance across a selection of Performance Indicators with a number of comparator universities, as well as with the Scottish and UK national averages. In the areas of employment and research, the University was performing well, although improvement was necessary in the recruitment of research students. The University's performance was less good against comparators in its taught postgraduate numbers and in its average income per academic staff fte.

The Court decided: to invite the Director of the Careers Service to speak to a future meeting of the Court about the University's performance in preparing its students for the workplace.

77. STRATEGIC FRAMEWORK: MIDPOINT REVIEW

The Court received a paper from the Director of Strategic Planning which set out a number of amendments to the performance indicators and targets associated with the delivery of the *Strategic Framework to 2012*. In particular, the Director highlighted changes to the indicator relating to entry qualifications for undergraduates, which would now be based on actual qualifications on entry rather than on the stated minimum as contained in the prospectus, and also to the indicator relating to taught postgraduate volume, which would now be based on total taught postgraduate income rather than full-time postgraduate ftes. He noted that income generation targets had been increased where performance to date had outstripped existing targets and where there was sufficient scope to build further on these successes. The new targets were also in line with the 2009/10 budget and the financial projections to 2011/12.

The Court considered whether there should be a target attached to the new indicator relating to the concentration of research staff. On balance, it was felt that it was sufficient to monitor the data, particularly as setting a target could in fact be counterproductive.

The Court decided: to approve the proposed changes to the performance indicators and targets associated with the *Strategic Framework to 2012*.

78. EMPLOYABILITY STRATEGY

Professor Whatley presented the University's Employability Strategy (**Appendix 4**), which had been developed by an Employability Strategy Group, chaired by Professor Whatley and established following the Court Retreat on 1 September 2008. In particular, he highlighted the Graduate Skills Award, which would be introduced to capture and reflect student awareness of, and achievements in, the area of employability. The Award would help to

raise and cement the issue from day one of a student's time at the University. It would also help to maintain stronger links between the Schools and employers, and indeed a number of large employers had indicated that they would endorse the award. Professor Whatley indicated that similar models were in operation elsewhere, although to his knowledge no other Scottish university had introduced such an initiative.

In discussion, Court members were enthusiastically supportive of the strategy and in particular of the award. Additional questions were raised in relation to the level of work experience opportunities at the University, and the Court learnt of the extensive internship programme operated by the Careers Service, of the Placement Basement initiative, which sought to link students wishing to be involved in work placements with employers offering opportunities, and also of the work of the Enterprise Gym.

The Court decided: to endorse the strategy and the Graduate Skills Award.

79. COMMUNICATIONS FROM THE SENATUS ACADEMICUS

The Court received a report of the meeting of Senate on 3 June 2009 (Appendix 5).

- The Court decided:**
- (i) to endorse the proposal that Lecture Theatre 3 in the Dalhousie Building be named after Sir Clement Freud;
 - (ii) to approve, subject to ratification at the business meeting taking place at the Court Retreat on 4 September 2009, an amendment to Ordinance 56 such that the text of paragraph 4(g), dealing with student representation on College Boards, be replaced with the following:

At least one DUSA Sabbatical Officer, at least one School President from the schools within the College and at least one postgraduate student; and the College Board may authorise the nomination of one or more postgraduate students in the College for this purpose;
 - (ii) to approve the recommendations concerning conferment of the title of Professor Emeritus; and
 - (iv) otherwise, to note the report.

80. AUDIT COMMITTEE

The Court received a report from the meeting of the Committee on 27 May 2009 (**Appendix 6**). The Convener of the Committee brought to the Court's attention a paper prepared by Professor JJF Belch which discussed preparations for an inspection by the Medicines & Healthcare Products Regulatory Agency (MHRA) scheduled to take place at the beginning of August 2009. Court had been informed of the inspection at its meeting on 27 October 2008, when revisions to the governance arrangements for clinical trials at the University had been approved. The Convener wished Court to be aware of the seriousness of the inspection, and in particular to note that while a significant amount of work was being done to ensure that the University was in as good a position as possible ahead of the inspection, it was nevertheless clear that not everything would be in place in time.

He added that Professor Belch had made clear that no University engaged in clinical trials had received a completely clean bill of health from the MHRA, but pointed out that the University was engaged in a significantly larger number of clinical trials than any other Scottish University. If the University was found to be in serious breach of required regulations and procedures, then one possible outcome was that the University's clinical trials could be suspended. The Court agreed that it was important that the University should acknowledge what was still to be done, and voiced its strong support for Professor Belch. The Secretary advised that the Senior Management Team had taken the matter of the inspection extremely seriously from the outset and had, in fact, committed significant extra resource to assist Professor Belch in her preparations for the inspection. Nevertheless, while the University was satisfied that its new arrangements for trials were sound, it was not possible to remedy any deficiencies in previous practice relating to trials that had ended but which might nevertheless be inspected.

The Court decided: to await with interest the outcome of the inspection.

81. HUMAN RESOURCES COMMITTEE

The Court received a report from the meeting of the Committee on 25 May 2009 (**Appendix 7**).

The Court decided:

- (i) to approve the revised Health & Safety Policy in particular; and
- (ii) otherwise, to approve the report.

82. COURT COMMITTEES

(1) Committee Membership 2009/10

The Court decided: to note that the Nominations Committee would be reviewing committee membership

during the summer, and to encourage members who wished to nominate themselves or others to serve on a particular committee to contact the Secretary or Clerk to Court.

(2) Emergency Committee

The Court decided: to remit the transaction of any urgent Court business over the summer to an Emergency Committee, comprising the Acting Principal or a Vice-Principal (Convener), two lay members (normally the Chairman of Court and the Convener of the Finance & Policy Committee) and one other academic member – subject to a report on any action taken being submitted to the first business meeting of the Court in 2009/10.

83. **ELECTIONS TO COURT**

(1) Academic Council

The Court noted that Dr Lesley McLellan had been elected by the Academic Council to serve on Court for the period 1 August 2009 to 31 July 2013. Dr McLellan was a Senior Lecturer in the School of Medicine and also Head of Learning & Teaching and Head of the Graduate School in the College of Medicine, Dentistry and Nursing.

(2) Graduates' Council

The Court noted that Emeritus Professor Ann Burchell had been elected by the Graduates' Council to serve as its Assessor on Court for the period 1 August 2009 to 31 July 2013. Court members would remember that Professor Burchell had served on Court previously, before her retirement from the University, as a member elected by Senate.

(3) Senate

The Court noted that Senate would be holding elections in July 2009 for one professorial assessor and one non-professorial assessor to serve on Court, and noted that the Clerk to Court would convey the outcomes of these elections to members as soon as they were known.

84. **COURT RETREAT**

The Court noted that the content of the Court Retreat on 4 September 2009 would focus, *inter alia*, on the Strategic Review (Minute 75 refers) and the initial findings of the Court Effectiveness Review (Minute 71(3) refers).

85. STAFFProfessorial and Other Grade 10 Appointments

The Court noted the appointment of the following:

David Wood Chair of Geotechnical Engineering 1 October 2009

86. RETIRING MEMBERS

The Chairman paid tribute to a number of members who were leaving Court.

He thanked Mr McLeod for his maturity and good sense in the way that he had presented the opinions of the student body, and in particular he praised Mr McLeod for his contributions to the meetings of the Appointing Committees for both the Secretary and the Principal.

He praised the work and commitment of Dr Roger, who had served on the Court for many years and had also served on a number of its Committees, in particular the Human Resources Committee. She had been a tremendous servant of the University.

He also thanked Dr Elliott for his useful contributions to Court meetings. Dr Elliott was retiring from the University, and the Court wished him well for the future.

Lastly, the Chairman paid particular tribute to the work and dedication of Dr Rolland. Dr Rolland had served as a member of Court since the 1990s, acting as Chairman prior to the term of the current Chairman. Dr Rolland had always shown exceptional wisdom and had been able to draw on his broad wealth of experience; he would be sorely missed.

APPENDIX 1**UNIVERSITY OF DUNDEE SPORTS UNION
CONSTITUTION
(Minute 69(2))****1. Name**

- 1) The name of the Association shall be the University of Dundee Sports Union, hereafter referred to as the Sports Union.

2. Interpretation

- 1) In this Constitution unless otherwise stated:
 - a. University refers to University of Dundee
 - b. Council refers to Sports Union Council
 - c. Executive refers to Sports Union Executive Committee
 - d. ISE refers to Institute of Sport and Exercise
 - e. SUS refers to Scottish Universities Sport
 - f. BUCS refers to British Universities and Colleges Sport
 - g. Club refers to a properly constituted sports club that is approved by the Sports Union for the purpose of membership
 - h. Associate Club refers to a club who have not yet reached the criteria for a fully affiliated Sports Union club as set out in 15.

3. Aim

- 1) The aim of the Sports Union shall be to provide opportunities for sport for all its members in such a way as to foster an ethos based on identity and pride within the University.

4. Objectives

- 1) To foster awareness of sport within the University
- 2) To increase participation in sport in the University
- 3) To promote and facilitate competition in sport both within the University and between Universities
- 4) To promote and encourage competition within local and national leagues
- 5) To work in partnership with the ISE to form a strategy for sport and put into practice.
- 6) To work within a SUS/BUCS Framework to support the competitive development of sport at a national and international level.
- 7) The Sports Union will ensure the implementation of the Kukri Sports Agreement to provide team and leisure wear for all SU clubs. The Kukri Sports Agreement will be re-evaluated on conclusion of contract.
- 8) To support the SU Design and Promotion Team as a way to market and raise awareness of sport.
- 9) Ensure the adherence of the reciprocal agreement between the SU and Dundee University Students Associations (DUSA) to ensure the needs of students are fulfilled

5. Resources of the Sports Union

- 1) The Sports Union must apply all its property and income towards the promotion of its objectives.
- 2) Minibuses will be serviced and maintained to be used solely by SU clubs as transport for fixtures and training.

6. Membership of the Sports Union

- 1) Ordinary membership shall be open to all fully matriculated members of the University over the age of 16.
- 2) Associate membership shall be open to any individual who is interested in furthering the objectives of the Sports Union, but who is not a matriculated student of the University. Clubs are allowed to have up to 30% of their total membership made up from Associate members. Anything greater than this has to be approved by the Sports Union Executive prior to membership being granted.

- 3) Club affiliated membership shall be open to any Club that is interested in furthering the objectives of the Sports Union. The number of new Clubs allowed to join the Sports Union each year will be at the discretion of the Executive. Affiliation of Clubs to the Sports Union must be through nomination in accordance with clause 15 of the Sports Union Constitution.
- 4) Social membership is open to any individual interested in promoting and supporting the Sports Union, but who does not wish to participate in the playing of activities of the association.
- 5) Honorary Vice Presidents shall be elected annually by Council and shall number up to seven but not less than five and have membership to the Sports Clubs free of charge during their term of office.
- 6) Membership of Sports Union Clubs may be terminated by the Sports Union Executive.

7. Subscriptions

- 1) Ordinary membership of the Sports Union will be without charge but any participating member must pay a subscription to the relevant Club as set out in terms of their own constitution, being above the Sports Union minimum recommendation.
- 2) Minimum subscriptions to Clubs shall be approved at the Annual General Meeting, upon the recommendation of the Finance committee.
- 3) The membership year shall be from Freshers' Week (week zero) at the start of the academic year. Sports Union Matriculation shall be carried out on the 2nd week of Term, all club members MUST attend matriculation, regardless of club membership exemptions. Failure to attend matriculation means that you are not affiliated to the Sports Union or insured, therefore you are ineligible to train or compete for your University. Individuals who miss matriculation through reasons outwith their control or maybe interested later in the year are required to make an appointment with the Sports Union.
- 4) Decisions relating to eligibility for ordinary membership and associate membership shall be made by individual Clubs subject always to 6ii.

8. Council

- 1) The Council shall consist of:
 - a. The Honorary President and Honorary Vice Presidents in an advisory capacity
 - b. The Members of the Executive
 - c. The Club Captain or Executive Member from each affiliated Club of the Sports Union (Associate clubs must attend council however in a non voting capacity).
 - d. The President or a sabbatical officer of the Students' Association can attend council in an advisory capacity. In the same capacity that the Sports Union President sits on the Students' Representative Council
 - e. The Director, Assistant Director and the Sports Development Officer of the ISE in an advisory capacity
 - f. One representative from University Court and Senate in an advisory capacity
 - g. The administrative secretary of the Sport Union in a non voting capacity
 - h. Not more than two additional members co-opted by Council
 - i. Outgoing President of the SU in an advisory capacity

9. Executive Committee

- 1) The officers of the Sports Union, elected under the procedures specified in annex H shall be:
 - a. The President
 - b. Vice President (Sport)
 - c. Vice President (Events)
 - d. Honorary Secretary
 - e. Website Developer
 - f. Campus Sport Officer
 - g. Mini-bus Officer
 - h. Administrative Secretary (Advisory Capacity)
- 2) Powers of the Executive are as follows:
 - a. To appoint committees and subcommittees of its own number and delegate any of the powers and functions of the Executive.

- 3) All members of the Executive shall hold office for one year (starting from the 1 July on par with Presidents term of office)

10. Duties of Officers

- 1) The President shall be the official representative of the Sports Union and his/her duties shall include:
- a. To chair all meetings of the Sports Union including: Council, Executive, Finance and Blues & Colours.
 - b. To generally oversee the day to day running of the Sports Union
 - c. To provide the highest level of representation for all Sports Union Clubs on bodies as determined by the University.
 - d. To represent the University of Dundee on external bodies such as SUS Athletic Union Forum and Committees, BUCS Committees and Dundee City Sports Council
 - e. To work in partnership with the ISE to further the provision and development of sport and exercise opportunities for students.
 - f. To represent the Sports Union on the DUSA Students' Representative Council.
 - g. To represent the Sports Union at the University Liaison Meetings
 - h. To delegate, approve and oversee the organization of his/her executive and their duties. To exercise the powers and fulfill the duties of the Executive in an officer's absence or failure to fulfill their duties
 - i. Record and keep private the decisions of the Blues and Colours Committee. Publish a list of awards granted.
 - j. Co-ordinate with other Universities and SUS on the fulfillment of fixtures.
 - k. Sit on any further SU Sub-Group Committees
- 2) The duties of both Vice-Presidents shall be:
- a. To exercise the powers and fulfill the duties of the President in that officer's absence
 - b. To sit on the Executive, Finance and Blues and Colours Committees of the Sports Union in a voting capacity
 - c. To attend all sub-committees set up by the Executive and Council
 - d. The Vice Presidents will also be on hand to help executive members with their duties, along with being the next in line should the President require help or assistance.
 - e. Attend all SU events and assist at these events at the discretion of the president
 - f. Attend any other relevant events and meetings at the discretion of the president.
 - g. To assist the President and Administrative Secretary in collating all information for the Sports Union Handbook
- 3) The duties of the Vice President (Sport) shall be:
- a. The President will delegate the responsibility of organizing the following events to the Vice President (Sport). The Vice President (Sport) must seek the approval of event plans from the President and then accept the responsibility for the delivery and success of these events.
 - b. A sports day that encourages participation throughout all sports
 - c. A competitive Varsity
 - d. Any other sporting event thought required by the Sports Union Executive
 - e. All of these events must be working towards the objectives of the Sports Union
- 4) The additional duties of the Vice President (Events) shall be:
- a. The President will delegate the responsibility of organizing the following events to the Vice President (Events). The Vice President (Events) must seek the approval of event plans from the President and then accept the responsibility for the delivery and success of these events.
 - b. Sports Union Dinner
 - c. Blues and Colours Ball
 - d. Any additional Sports Union event that fulfills the objectives of the Sports Union
- 5) The duties of the Honorary Secretary are:
- a. To work with the administrative secretary and to keep a record of proceedings of Council, Executive and Finance committee meetings

- b. Sit on the Blues and Colours Committee in a voting capacity and record accurate minutes.
 - c. To work with the administrative secretary to issue notice of all meetings
 - d. Attend all SU events and assist at these events at the discretion of the President
 - e. Attend any other relevant event at the discretion of the President.
 - f. The Honorary Secretary will also be on hand to help executive members with their duties
- 6) The duties of the Website Developer shall be:
- a. Must have a base knowledge of Web design
 - b. To update the website with all club details and other relevant information before the start of term
 - c. To update the fixtures and results weekly
 - d. To update any news article, club info, etc when required
 - e. Attend all SU events and assist at these events at the discretion of the President
 - f. Attend any other relevant event at the discretion of the President.
- 7) The duties of the Campus Sport Officer shall be:
- a. To work with the SU president and the Sports Development Officer to maintain and develop a recreational campus sport programme
 - b. To assist the Sports Development Officer in the development and delivery this event
 - c. To ensure that this event encourages participation, be competitively priced, and includes a social and reward aspect. All of which will work towards the continual development of Sports Union and ISE Strategy for Sport.
 - d. Attend all SU events and assist at these events at the discretion of the President
 - e. Attend any other relevant event at the discretion of the President.
- 8) The duties of the Mini-bus Officer shall be:
- a. You must be over 21, have 3yrs driving experience and no points on your licence, you also must have passed the Minibus test to fulfill this position
 - b. Each week you will check that each Sports Union vehicle is road worthy via the Sports Unions Regulations and Requirements.
 - c. You will drive the buses to and fro the garage if required
 - d. You will be on hand (via mobile) at the weekend should the President not be available to answer their phone.
 - e. Attend all SU events and assist at these events at the discretion of the president
 - f. Attend any other relevant event at the discretion of the president.
 - g. The Minibus Officer will also be on hand to help executive members with their duties
- 9) The duties of the Administrative Secretary shall be:
- a. To attend meetings of the Council, Finance and Executive Committees; in an advisory capacity and as the minute taker.
 - b. To keep financial records of all monies paid in or out of the Sports Union Grant. An Income and Expenditure account and Balance Sheet should be made available to the Sports Union council for inspection within six months of the accounting year-end.
 - c. To ensure that all income and expenditure are properly accounted for
 - d. To establish and oversee a system of internal control to safeguard the Sports Union's income and assets and ensure that all expenditure is properly authorized, has supporting evidence and is recorded. The Administrative Secretary shall arrange an audit of all Clubs at least once a year;
 - e. To evaluate, the performance of the Sports Union President for the purpose of the performance-related payment. The administrative secretary shall seek evidence from all Club captains which will then be passed to the University Secretary to make a decision.
 - f. To liaise with the independent, external accountants and the honorary auditor;
 - g. To have special responsibility for all matters relating to the financial management of affiliated Clubs.
 - h. To handle the day to day running of the Sports Union
 - i. Ensure that the properties of the Sports Union are maintained.

11. Finance Committee

- 1) The management and administration of revenues of the Sports Union, subject to the Financial Regulations detailed in annex E shall be conducted by the Finance committee
- 2) The Finance committee shall consist of:
 - a. President (Convener)
 - b. Two Vice Presidents
 - c. Honorary Secretary
 - d. One Honorary Vice President in a voting capacity. The Honorary Vice President must be approved by Council.
 - e. Administrative Secretary in an advisory capacity
 - f. Director, Assistant Director and Sports Development Officer of ISE in an advisory capacity
 - g. Court Representative on the Council in a voting capacity
 - h. Senate Representative on the Council in a voting capacity
- 3) Quorum for the Finance committee is voting positions minus one.
- 4) The Finance committee shall have the power to co-opt a maximum of two additional members to deal with specific issues as non-voting in an advisory capacity.
- 5) The President will have the power to allocate a total of up to £250 without calling a Finance committee, but any decision must be reported at the next Finance meeting and reported to the administrative secretary at the time.

12. Safety Committee

- 1) The Safety committee shall be a standing group of the Sports Union and any recommendation should be forwarded to Council.
- 2) The Safety committee will meet upon the call of the President.
- 3) The Safety committee should aim to carry out a risk assessment interview with every affiliated club annually.
- 4) The purpose of the committee will be to advise and support Clubs in the implementation and good practice of the Safety Policy detailed in annex I.
- 5) The committee shall consist of:
 - a. President (Convener)
 - b. One Executive member
 - c. One Honorary Vice President
 - d. Assistant Director of Sport and Exercise
 - e. The Sports Development Officer
 - f. High Risk Club representative
 - g. Low Risk Club representative
 - h. Administrative Secretary to minute all information.

13. Blues and Colours Committee

- 1) The Blues and Colours committee shall award Blues and Colours in accordance with the regulations detailed in annex D.
- 2) The committee shall consist of:
 - a. President (Convener)
 - b. Two Vice Presidents
 - c. Honorary Secretary
 - d. One Honorary Vice President (approved by council)
 - e. Current student Full Blue Recipient (approved by council). In the event that there is no current matriculated student is a Full Blue recipient the position will become available to Half Blue Recipients.
 - f. Director, Assistant Director and Sports Development Officer of ISE in an advisory capacity
- 3) Quorum for Blues and Colours meetings will be four voting members.

14. Meetings

- 1) *Council Meetings*

- a. There shall be at least three meetings of Council held in each Semester to which all formed and management committee groups should report. The dates of Council meetings shall be given to members at the start of the academic year. Notice of each meeting shall be given by the Administrative Secretary to all members (at least 7 days) in advance. Such notice shall include the date and venue of the meeting, with the agenda and previous minutes.

2) *Extraordinary Council Meetings*

- a. Extraordinary Council meetings can be called at the request of the President, the Executive, any statutory committee of Council or at least six voting members of Council. Request shall be in writing to an officer of the Sports Union. Notice of the meeting, agenda and papers shall be distributed to all members of Council at least seven days in advance of the meeting.

3) *Annual General Meeting of Council*

- a. The Annual General Meeting shall be held in Semester 2 before the end of term, but not on a Wednesday, Saturday or Sunday. Notice for the Annual General Meeting shall be at least 14 days in advance of the date. This shall be accompanied with an agenda, a statement of the financial accounts and balances, a proposed budget and the annual report of the Executive. Notice of elections to the Executive shall also be given.

4) *Executive Committee Meetings*

- a. The Executive shall meet on a fortnightly basis with at least two days notice given of the date and time of each meeting.

5) *Quorum*

- a. The quorum for a Council meeting shall be two thirds of the membership entitled to vote, and to include at least two officers of the Sports Union Executive.
- b. Quorum for Executive meetings shall be two thirds of the Executive officers.

6) *Voting at Council meetings*

- a. Affiliated Clubs shall have one person entitled to vote on behalf of their Club. All ordinary members have the right to attend any meeting of Council but voting will be on the basis of one vote per affiliated Club. Only ordinary members are entitled to vote.
- b. Voting shall be by a simple majority of those members that are entitled to vote, except in the case of changes to the Constitution when a two-thirds majority shall be required. The President shall have a deliberative vote, with the casting vote in the event of a tied vote.

15. Affiliated Clubs

- 1) Affiliated Clubs shall submit a Constitution, financial accounts, safety notes and inventory of equipment to the Sports Union at the end of the outgoing year. At the start of the incoming year all Clubs will submit an Estimate of Expenditure.
- 2) Affiliated Clubs shall receive a full list of Club contact details from SU Matriculation. It is the duty of the club executive to inform the Sports Union of any additional members who have not yet matriculated. Affiliated clubs must provide a fixture lists (when applicable) to the Sports Union at the start of the incoming year.
- 3) New Clubs may apply for affiliation to the Sports Union through the Sports Union council after fulfilling the criteria:
 - a. Associate clubs must be self sufficient for a one year period commencing on agreement with the SU executive.
 - b. At the end of their preliminary year they must produce a written constitution, open a club bank account and submit a membership list of twenty or more fully matriculated Dundee students.
- 4) New Clubs may apply for assistance from Sports Union grant funding, only after the first year of operation and on submission of a valid constitution, financial accounts, inventory of equipment and estimate of expenditure.
- 5) If any Club ceases to function or has nil membership for two academic years it shall automatically be disaffiliated from the Sports Union.

- 6) The constitution of each Club and any amendments thereto must be approved by the Sports Union Executive.
- 7) The Sports Union will not be liable for debts incurred by its member Clubs.
- 8) If a Club ceases to exist it must give immediate notice in writing to the Sports Union.

16. Insurance and Maintenance of Equipment

- 1) The Sports Union shall not have direct responsibility for the insurance and maintenance of any equipment of a Club unless in respect of equipment which has been bought by the Sports Union and for which responsibility for insurance is specifically approved by the Finance Committee.
- 2) Insurance of Club's equipment shall be the responsibility of the Club, although they can seek advice and guidance from the Sports Union.
- 3) All Clubs must keep an up to date inventory of equipment. A copy of this inventory with accompanied Safety Notes should be submitted to the Sports Union at the start of the academic year.
- 4) Major repairs or alterations to equipment should be notified to the Sports Union, in advance of work being carried out. Failure to do so may result in grant funding not being available. Emergency repairs should be reported as soon as possible.
- 5) Applications for grant funding for insurance and maintenance of equipment should be submitted to the Finance committee.

17. Coaching

- 1) All coaches for any affiliated club must be registered via the Sports Development Officer, who will keep an updated database of all coaches on behalf of the Sports Union.
- 2) Applications for financial assistance to pay for coaching expenses should be made to the Finance committee.
- 3) Eligibility for grant funding will be dependent on the submission of a valid coaching application, with all relevant individuals completing the appropriate coaching criteria as set out by the Sports Development Officer, with the exception of Clubs using professional coaches employed by commercial facilities. The Sports Development Officer must submit a written report regarding each coaching application to the coaching subgroup and Sports Union Finance Committee.
- 4) Preferred Criteria for Sports Union Club Coaches:
 - a. Relevant and up to date coaching certificates
 - b. Provide an updated CV including contact details, other relevant information and references
 - c. Relevant coaching experience
 - d. Relevant first aid, child protection and other suitable course certificates relevant to their sport where appropriate
 - e. Up to date and suitable personal coaching insurance
 - f. Provide a written training plan for the academic year
- 5) Grant funding may be made available for coach education courses for coaches who do not fulfill the criteria detailed above.
- 6) The Sports Development Officer will support coaches and all Clubs to ensure that the criteria detailed above is achievable.

18. Dissolution

- 1) The Sports Union may only be dissolved by a two-thirds majority vote of a Council meeting, with the disposal of assets decided by a subsequent vote of the meeting.

Annex A	Schedule of Delegation
Annex B	Standing Orders
Annex C	Model Club Constitution
Annex D	Blues and Colours Regulations
Annex E	Financial Regulations
Annex F	Disciplinary Procedure
Annex G	Terms of Presidency
Annex H	Election Procedures
Annex I	Safety Policy

**University of Dundee
Sports Union
Schedule of Delegation**

1. Duration of Validity

- 1) With effect from the start of the academic year and until such date as it may subsequently decide, the Sports Union has reserved specific powers to itself and delegated others as set out in this schedule.

2. Purpose

- 1) 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 and responsibilities.

3. Coverage

- 1) Committees and individuals involved in the management of the Sports Union.

4. Reporting Arrangements

- 1) It should be assumed that all significant matters are reported to Council unless otherwise explicitly stated.

5. Vacation Powers

- 1) Council will determine arrangements for summer vacation powers at the final meeting of each academic year.

6. Delegated Powers

- 1) While the Schedule identifies that certain powers are delegated to specific committees or individual office bearers, any committee or office holder may decide that a particular issue requires to be ratified by a higher level of authority.

7. Named Deputies/Alternates

- 1) 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 post holder.

8. Institute of Sport and Exercise

- 1) With the exception of the Director (as Convener of the Disciplinary Committee), the Institute is not a formal decision making body within the Sports Union. It provides advice and acts as a forum for discussion for any aspect of work relating to the functions of the President, Executive and member clubs.

9. Sports Union Council

- 1) Approve strategic plan and annual report
- 2) Approve annual accounts
- 3) Approve annual budget and estimate of expenditure
- 4) Approve appointment of auditors
- 5) Approve co-opted members of Council
- 6) Approve appointment of Honorary Vice Presidents
- 7) Approve changes to Constitution and By Laws (subject to Court ratification)
- 8) Approve standing orders for operation of Council
- 9) Approve appointment of Senior Returning Officers
- 10) Delegate specific functions to individual Sports Union committees

10. Sports Union Executive

- 1) Approve proposals from new clubs setting up and the number of new clubs allowed to setup per year
- 2) Approve Sports Union calendar of events
- 3) Approve policies and procedures for use of Sports Union vehicles
- 4) Approve promotion and marketing strategy
- 5) Approve safety guidelines for all Sports Union clubs
- 6) Approve the appointment of temporary sub committees or working groups
- 7) Approve associate membership to any SU club where membership of non-students is greater than 30%

11. Finance Committee

- 1) Approve alterations to Financial Regulations
- 2) Approve grant funding for clubs
- 3) Approve minimum club membership fees
- 4) Approve expenditure in excess of £250

12. Blues and Colours Committee

- 1) Award Blues and Colours and related awards, including honorary awards

13. President

- 1) Approve expenditure up to £250
- 2) Exercise the right to the casting vote when a vote is tied
- 3) Delegate, oversee and deliver all duties, responsibilities and development of the Sports Union

14. Director of Sport and Exercise

- 1) Exercise full disciplinary powers in relation to Sports Union disciplinary regulations in discussion with the Sports Union President, unless the issue is regarding the Sports Union President.

15. Affiliated Clubs

- 1) Approve club membership rates above the Sports Union minimum recommendation
- 2) Initiate policies and procedures for insurance and safety of all club members and activities
- 3) Approve changes to club constitution
- 4) Approve club annual budget, estimate of expenditure and safety notes
- 5) Responsible for informing the Sports Union of any changes to their club membership once full matriculation details have been published to the club.

**University of Dundee
Sports Union
Standing Orders**

1. Speaking and Voting

- 1) Full members of the Sports Union may speak and vote at General meetings
- 2) Council members may speak and vote at Council meetings
- 3) Other members may speak, but not vote at General meetings

2. Recording

- 1) The Administrative Secretary of the Sports Union shall be responsible for the production of minutes for all meetings. The Honorary Secretary of the Sports Union should assist the Administrative Secretary where required.

3. Convening General Meetings

- 1) All Ordinary and Annual General Meetings shall be convened by the President in accordance with the Constitution.

4. Agenda

The business of the meetings shall be taken in the following order:

- 1) Minutes of the previous meeting
- 2) Matters Arising
- 3) Reports, Statements and Motions submitted and published in notices convening the meeting
- 4) Any other business
- 5) Business for General Meetings must be submitted in accordance with the constitution.

5. The Chair

- 1) The President of the Sports Union shall take the Chair at General Meetings. If he/she is absent or relinquishes the Chair it shall be taken by a Vice President or another member of the Committee nominated by the President.
- 2) The Chairperson shall be the sole interpreter of Standing Orders, subject to the right of any member to challenge his/her ruling as provided in Standing Order 10.xvi.
- 3) The Chairperson shall be responsible for keeping the meeting in order. They shall not otherwise participate in debate. When the chairperson speaks all other members shall be silent.

6. Speaking

- 1) Members wishing to speak shall rise and address the Chair. The Chairperson shall decide right of priority in speaking.
- 2) No members may speak more than once on the same motion except with the express permission of the chairperson
- 3) To answer questions on a report
- 4) As indicated in Standing Order 9.ii
- 5) No member may use offensive or abusive language. In the event of their so doing the Chairperson shall ask them to withdraw the remark. If they fail to comply with the request they shall be obliged to withdraw from the meetings.

7. Voting

- 1) Each ordinary member shall exercise one vote. The Chairperson shall have a single vote and a casting vote for use only in the event of a tie.
- 2) No votes shall be recorded on behalf of any member not present at the meeting.
- 3) Tellers shall be appointed by the Chairman when a vote is taken.

8. Motions

- 1) Every motion shall have a proposer and seconder. The proposer shall move the motion. It shall thereafter be open for discussion and may be withdrawn only with the consent of the meeting.
- 2) The proposer of any motion shall have the right to sum up on the debate immediately before the vote is taken.
- 3) There shall be no new information or points of information during a summing-up speech.
- 4) Emergency motions may be moved if and only if they deal with matters which have arisen since the date for submission of Motions, and if a two-thirds majority vote for the discussion of this motion. Emergency motions may only be discussed if all properly submitted motions have been discussed.
- 5) In the absence of any discussion, the Chairman shall ask if there be any further speeches, and if not shall put the motion to the vote.

9. Amendments

- 1) There shall be only one motion or amendment before the meeting at any one time. The first amendment to a motion shall be proposed immediately after the motion has been proposed.
- 2) The proposer of the amendment shall have the right to sum up before a vote is taken on it.
- 3) In the event of any amendment being carried, which was not accepted by the proposer of the original motion, the amended motion shall become the substantive motion, and the proposer of the amendment shall become the holder of that substantive motion.
- 4) When all amendments have been voted upon, the substantive shall be debated.

10. Procedural Motions

- 1) The following Procedural Motions may be put:
- 2) A vote of no confidence in the Chairperson
- 3) A challenge to the Chairperson's ruling
- 4) The motion be not put
- 5) The motion be now put
- 6) Standing Order ... be suspended
- 7) The meeting be temporarily adjourned for a specific time
- 8) The matter lie on the table
- 9) The motion be remitted back to the appropriate Sports Union committee
- 10) The motion be referred back for investigation or re-examination
- 11) The meeting be closed
- 12) The motion be voted on, in parts
- 13) Procedural motions shall have a proposer and seconder.
- 14) Procedural motions shall be debated in the priority listed in Standing Order 10.xv.
- 15) Procedural motions i, ii, iv, v, vi and x may be moved on a point of order. All other procedural motions may only be moved by members called to speak by the Chairperson.
- 16) If Procedural motions i or ii are put, the Chairperson shall hand the chair to another member of the Executive. The proposer shall state his case, the person who has vacated the chair shall reply, and the matter will be put straight to the vote. In the event of it being carried, he shall not resume the chair during the meeting.
- 17) If Procedural motions iv or xi are put, the meeting shall vote immediately on the procedural motions. If iv is carried the mover of the motion under discussion shall sum up immediately.
- 18) If Procedural motions iii, v – x are put, the proposer shall state his case, there shall be one speech against, followed by a summing up and a vote.

11. General Rules

- 1) Points of Information may be raised by any member, providing that the speaker occupying the floor signifies his/her intention of giving way. They shall consist of either information offered to or asked of the speaker who has given way.
- 2) Points of Order, which take precedence over any other business, and upon which there shall be no discussion, may be raised by any member. They must be framed as a question to the Chairperson, and be related to the conduct of the meeting.
- 3) Motions shall require a simple majority except where otherwise specified in the Constitution or Standing Order.

**University of Dundee
Sports Union
A Model Club Constitution**

Purpose of this document:

- 1) provide all affiliated sports union clubs with a framework for the production of a club constitution that states the purpose of the club and the responsibility of its members;
- 2) ensure that all clubs meet the Sports Union criteria of providing the association with a copy of the club's constitution. This should be revised and updated on yearly basis and must be comparable to the model stated here

Notes:

Completed constitutions should be returned to the Sports Union administrator, Nici Rymer.

Contents of constitution:

1. Name of Club
2. Club Mission Statement
3. Membership
4. Subscriptions and Finance
5. Club Officials
6. Meetings
7. Voting
8. Constitutional Change
9. Clubs Complaints Procedure
10. Discipline
11. Finance
12. Declaration

1. Name of the Club

- 1) The name of the club shall be University of Dundee _____ Club, referred from now on as the 'Club'.

2. Club Mission Statement

The aims and objectives of your club should be stated in a mission statement. You should consider why the club exists, what purpose it will fill, what it hopes to achieve and how it will be achieved.

- 1) The club mission statement shall be:

3. Membership to the Club

- 1) Membership to the club shall be open to all matriculated students of the University of Dundee
- 2) Membership shall be open to all Associate Members of the Sports Union who shall be entitled to all privileges of membership, including the right to vote at general meetings of the Club, but shall not be eligible to sit on the committee of the club.

- 3) Only 30% of your total membership can be Associate Members.
- 4) Club members including coaches and officials must adhere to the Sports Union code of practice for athletes, coaches and officials

4. Club Subscription and Finance

- 1) A membership fee of _____ for new members and _____ for returning club members will apply.
- 2) The club committee will determine the subscription fee although this must not be less than the Sports Union minimum subscription fee. Membership money will be collected as part of the Sports Union Matriculation, which is then issued to the club with a full members list. Additional fees such as training fees or travel charges may be set at the discretion of the club.
- 3) Club members shall receive no payment either directly or indirectly unless in relation to specific club business.
- 4) Expenditure on travel and social activities must be in accordance with sports union regulations.

5. Club Officials

- 1) The Executive Committee will be responsible for the club's administration. All decisions relating to planning activities, expenditure and other club matters must be made with the agreement of 2/3rds majority of voting committee members.
- 2) All committee members must be fully matriculated in order to vote.
- 3) The Executive committee should consist of the following minimum members:
 - a. Captain
 - b. Vice Captain
 - c. Secretary
 - d. Treasurer
 - e. Safety and Equipment Officer
 - f. Social Convener
- 4) If the club deems it necessary to have more officers they may be known as the following:

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- 5) The Executive Committee will serve for one complete academic session.
- 6) No club executive members can remain on the executive for more than 2 academic years in the same post.
- 7) Elections for the Executive Committee must take place before the end of the second semester. Ideally the incoming committee should contain at least one member who has served on a previous committee.
- 8) To ensure the continuity of the club on an annual basis the outgoing committee and the committee elect will work together for the remainder of the academic year.
- 9) The outgoing Executive will be responsible for ensuring the 'hand over' of all files, documents and information relating to the club business prior to the end of May. In particular all club accounts and cheque books MUST be handed into the Sports Union. Along with both outgoing and incoming executive changing Bank account signatories.

6. Duties of Club Officials

Clubs should amend the following to suit the needs of their clubs:

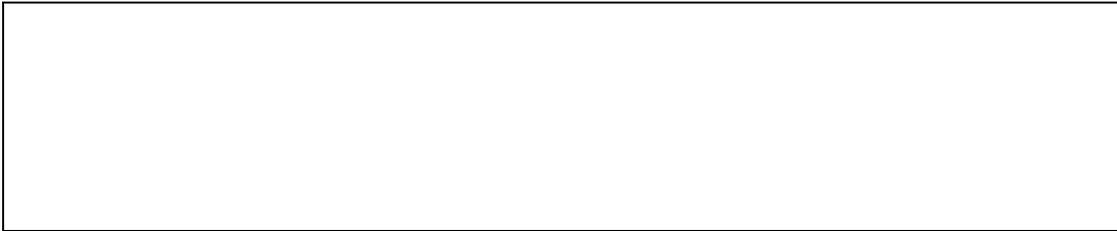
- 1) *The Club Captain is responsible for:*

Club Captain

You are the principal leader of your club and have overall responsibility for the club's administration. As club captain you must be able to Lead without controlling; Involve club

members in decisions; Stimulate balanced discussions; Time meetings and sessions to run on time; Encourage feedback on club activities; Negotiate successfully between all members and **LISTEN to all members.**

- a. Organize, plan and call all committee meetings.
- b. Work with the club committee to plan all club activities.
- c. Engage with and listen to the views of all club members.
- d. Be ultimately responsible for any communication with external bodies including BUCS, SUS, NGBs and others related specifically to your sport.
- e. Liaise with the Sports Union and ISE and be responsible for any information/involvement that either of the following bodies require from you.



2) *The Club Vice Captain is responsible for:*

Assisting the Captain in their duties and may also be responsible for a specific section of the club, i.e. Novice/Beginner Captain, etc. The Vice Captain will be expected to fulfill the Captains duties through their absence. In the event that a Vice Captain is not required for your club, the duties of the Vice Captain should then be passed to the Captain who may delegate if necessary.

- a. The Vice Captain will be responsible for the organizing, collecting of money and delivery of kit for the club members. This kit should be bought through the Sports Union unless the kit required is not part of the Sports Union range, however you must liase with the Sports Union prior to purchasing kit.



3) *The Club Secretary is responsible for:*

The smooth running of the club depends on your ability to deal with records, correspondence and communication with ALL members, Sports Union and Institute of Sport and Exercise.

- a. Keep a register of all members, sponsors and documents such as constitutions, leases and affiliation to NGB's and insurance policies.
- b. Provide Sports Union office with names of anyone new to the club who has not yet matriculated.
- c. Answer all letters and correspondence quickly and be on top of all correspondence (failure to do so may be expensive to your club).
- d. Ensure fixture lists for SUS, BUCS is in comparison with the Sports Union.
- e. Ensure fixture lists for local leagues is communicated to the ISE administrator as soon as possible.
- f. Ensure transport requirements are made known to Sports Union office at least one week in advance of travel date.
- g. Keep a minute of all committee meetings, circulate to all members and the Sports Union (where necessary) with 48 hours of meeting.
- h. Provide the Sports Union President with a full set of results the day of the match, as soon as the fixture has been played.

4) *The Club Treasurer is responsible for:*

The treasurer is responsible for the safety of the money received by your club, and for banking receipts as soon as possible (so the club gets maximum benefits from interest at the bank). As custodian for the resources of the club you should budget carefully to ensure there is always sufficient funds to cover cheques.

- a. Keep up to date financial records.
- b. Issue receipts for all monies received by your club.
- c. Produce up to date club accounts for each committee meeting.
- d. Work with the club to produce an estimate of expenditure.
- e. You **MUST** submit a full set of club accounts to the Sports Union on request.
- f. Club treasurer must hold one of the signatories for your club account and **MUST** countersign every outgoing payment.
- g. Never sign or pay for anything without the consent of another committee member.

5) *The Safety and Equipment Officer is responsible for:*

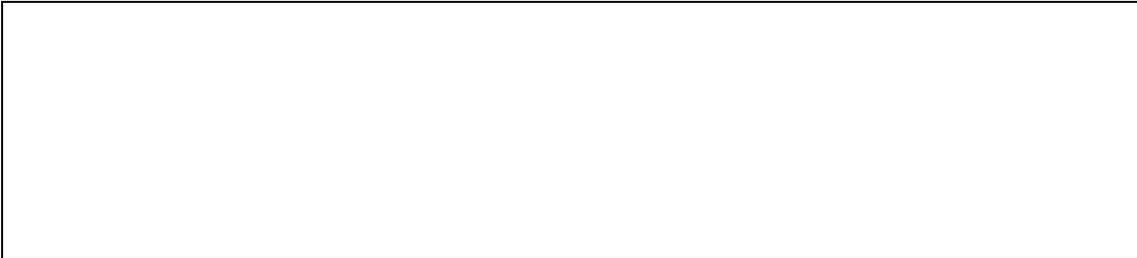
The safe practice of your clubs activities is the duty of the safety and equipment officer. You should be aware of the safety requirements of your sport.

- a. Ensure that the club safety notes are updated annually and submitted to the Sports Union.
- b. Work with the secretary to ensure that all club members have read and signed the club safety notes.
- c. Make sure that the club has adequate insurance policies for all activities, liase with the Sports Union concerning insurance
- d. Maintain an inventory of all club equipment with an up to date record of purchase dates and costs.

6) *The Social Convener is responsible for:*

Coordinating and organising the club's social events is your responsibility. Working with the club executive you will ensure that all members are aware of forthcoming events.

- a. All social events should be aimed at club member participation to enhance club atmosphere and to keep non playing members involved.
- b. No social event should force drinking upon any member
- c. Social Convener may be required to organize club initiations and club tours. In both situations no form of bullying or intimidation should be tolerated. It is the responsibility of the Social Convener to ensure that both initiations and tours are inline with the Sports Union policies



7. Meetings

- 1) An annual general meeting is required to take place before the end of each academic year. All club members and the Sports Union should be given 7 days notice of the AGM
- 2) The quorum for the AGM shall be 50% of the ordinary membership of the club. If you cannot achieve 50% of your membership in attendance you must ask for advice from the Sports Union prior to holding your AGM
- 3) Regular meetings are required to discuss all club matters. True and accurate records of these meetings must be kept in the form of minutes. The minutes should be distributed to all members of the club and the Sports Union
- 4) The club captain must regularly call ordinary general meetings. A minimum of three days notice is required
- 5) The quorum for executive meetings must be 2/3rds of voting members.

8. Voting

- 1) This will take place for the election of club officials and any issue that the club deems of importance
- 2) Only fully matriculated club members and associate members will be entitled to vote
- 3) The Sports Union office must be notified immediately, in writing, of the results of the elections and voting.

9. Constitution

- 1) Changes to the constitution shall require recommendations agreed by 2/3rd of the club executive. These recommendations MUST be available to the full club membership for 7days prior to an EGM being held to pass these recommendations.
- 2) Approval by the Sports Union Executive is required before proposed institutional changes can be implemented.

10. Clubs Complaints Procedure

- 1) This procedure has been created to allow club members to raise complaints about issues that might include:
 - a. The safety of club activities
 - b. Poor standards of instruction or leadership
 - c. The standard of equipment used for club activities
 - d. Poor club administration
 - e. The lack of suitable activities available for their level of participation
 - f. In the instance of member bullying or discrimination
- 2) Complaints should initially be addressed to the club captain. If this does not prove satisfactory or is a conflict of interest then a written complaint should be made to the Sports Union President. A reply will be received within 14 days

11. Sports Union Commitments

- 1) The captain or a representative from each club executive must attend the Sports Union Council meetings
- 2) All clubs should support all Sports Union events by sending at least three members to any organized event for which Sports Union requests your attendance.

12. Discipline

- 1) The club shall have disciplinary regulations that are in line with the Sports Union constitution

13. Finance and Correspondence

The bank account of the club will be entitled _____

Correspondence will be addressed to:

University of Dundee _____ Club
 Sports Union
 Dundee University Students' Association
 Airlie Place
 Dundee
 DD1 4HP

14. Declaration (to be signed by all officers)

As a club official I agree to abide by and enforce the rules of the club constitution and office to which I hold

Date	Print Name	Signature
<i>Captain</i>		
<i>Vice Captain</i>		
<i>Secretary</i>		
<i>Treasurer</i>		
<i>Safety and Equipment Officer</i>		
<i>Social Convener</i>		
<i>Other Office Bearers</i>		

Blues and Colours Committee – Award Criteria

Only 20% of first team are eligible for a colour in any one academic year

Full Blues and Half Blues will be dealt with on an individual basis.

Those eligible for colours, half blues and full blues must be in the top 50% of the clubs first team as set out by the club expert.

The Blues and Colours Committee reserve the right to override any Blues and Colours Regulations in exceptional circumstances.

The Blues and Colours Committee reserve the right to remove awards in exceptional circumstances.

Blues and Colours may only be awarded to fully matriculated students of the University of Dundee at time of nomination.

The Blues and Colours Committee will work to ensure that the awards they give out are of a comparable level between sports. This will be achieved by having/seeking indepth knowledge on the current performance level of SUS and National Squads for each sport and the route one needs to pursue to get there.

Full Blue

A Full Blue is awarded to athletes of outstanding ability judged by standards applicable to student's different sports. A Full Blue athlete should have been selected as a first choice for a Scottish Universities representative team for two seasons. A Full Blues skill performance should be of an international standard and in some sports it is necessary for athletes to play for British or National sides. A Full Blue should also have played in at least 85% of the fixtures for the Dundee University 1st team for two years. No account will be made of administrative ability in the awarding of Blues.

Half Blue

Half Blues are awarded to athletes for playing well above the average standard for a University of Dundee 1st team. A Half Blue should be a squad member for the Scottish Universities representative team. A Half Blue winner should also have played in at least 85% of the fixtures for the Dundee University 1st team for two years. No account will be made of administrative ability in the awarding of Half Blues.

Colour

To get a colour, athletes need to serve and play for their club for at least two years and to be regular 1st team members. They should also have played 75% of University matches and their ability to be such as to ensure their place in the team in the face of competition. No account will be made of administrative ability in the awarding of Colours.

Merit

A merit award is awarded to athletes, club committee members or officials for outstanding dedication to their club.

Trophies

Each year, exceptional club and individual achievements are recognised by awarding Sports Union Trophies.

- Club of the Year
- Most Progressive Club
- Coach of the Year
- Sportsman of the Year
- Sportswoman of the Year

James Boyle Shield: Named after the President of the sports union in 1991, who lost his leg following a sporting accident. James' injury did not stop him and his dedication to sport at the University was such that the Sports Union named the award for dedication after his name.

Alastair Sankey Memorial Quaich: This trophy is named in memory of Alastair Sankey who died suddenly whilst in his second year at the University. Whilst in first year Alastair represented the University swimming club at the highest level. The Quaich is awarded to the first year student who makes an outstanding contribution to sport at the University.

Alasdair Lonie Memorial Trophy: This award was established following a bequest from Alasdair Lonie. Alasdair was Head of Accountancy at the University until he died prematurely of cancer. A stalwart and enthusiast of the Sports Union, Alasdair had links with the Table Tennis, Judo and Rugby clubs. This award is for the student who demonstrates the greatest dedication to his/her club.

Stewart Campbell Trophy: As a student of the University, Stewart Campbell represented Scotland in the Five Nations rugby championship. As he had not represented a University side Stewart was not eligible for a University sports award. This award was established to celebrate sporting excellence by a student competing out with inter university competition.

**University of Dundee
Sports Union
Financial Regulations**

1. The Sports Union grant will be allocated by the Sports Union at the discretion of the Finance committee under the following headings:

1) *Travelling Expenses*

Under normal circumstances the following applies:

<i>Air:</i>	At the discretion of the Finance committee
<i>Bus:</i>	Standard fare
<i>Rail:</i>	Cheapest rate bought in conjunction with Student rail card
<i>Car¹:</i>	If there no available minibus and cars are required for travel, then the cost of petrol will be paid according to the finance committees regulations
<i>External hire:</i>	Where clubs book Sports Union buses in advance and they are being repaired the Sports Union will fund the cost of hiring an external bus. If a club hires a bus because there are no Sports Union buses available the club must pay the cost of hire.

2) *Sports Union Vehicles*

Clubs using Sports Union vehicles will be responsible for returning the vehicle with a full tank of diesel. Failure to do so will result in a charge for the refilling of the tank plus a fine of £10.00

Sports Union minibuses must be returned in the condition in which they were found and fines of £10.00 will be issued to any club leaving minibus in an unsatisfactory condition. If minibus is found in unsatisfactory condition this must be reported to the Sports Union Office.

Any damage found on buses eg puncture, leak must be reported to the Sports Union Office.

3) *Subsistence Rates*

Subsistence at the rate of £25.00 per person per complete 24 hours absence from the University or other previously agreed setting-off point will be paid for BUCS competition. All other claims will be considered by the Finance committee.

4) *Affiliation, Entry, Referees and Licence Fees*

<i>Affiliation Fees:</i>	At the discretion of the Finance committee
<i>SUS/BUCS Entry Fee:</i>	At the discretion of the Finance Committee
<i>Grading/Registration/Licence Fees:</i>	At the discretion of the Finance committee

5) *Insurance*

Clubs are responsible for keeping their sport specific insurance up to date and to provide the Sports Union with details of current requirements. Everyone who has matriculated is insured, however this is general insurance and in some cases sport specific insurance is required. Details of the general insurance can be obtained from the Sports Union Administrative Secretary.

Clubs may claim financial assistance in terms of insurance premiums for equipment purchased by the Sports Union, only at the discretion of the finance committee.

6) *Maintenance of Equipment*

Clubs are responsible for the maintenance of their equipment and should include these costs in the Club's expenses each year.

¹ Car owners using their own cars for Sports Union travel must ensure that their insurance cover is valid.

2. Equipment

- 1) Clubs may apply for Replacement Equipment. This will be at the discretion of the finance committee.
- 2) The value of the equipment owned by each club should be included in their Inventory of Equipment.
- 3) Equipment purchased by the Sports Union on behalf of the clubs shall remain the property of the Sports Union.²
- 4) Clubs must provide a full inventory of all equipment held

3. Pre-sessional Training

- 1) Clubs are responsible for the costs of pre-sessional training.

4. Coaching

- 1) Applications for coaching fees and coaching course expenses will be considered via the coaching regulations as set out in the sports' union constitution, section 17.

5. Affiliated Sports Federations: BUCS/SUS

- 1) Travel and subsistence rates prescribed in 1i will apply for players and clubs participating in affiliated Sports Federation tournaments or for representing British or Scottish Universities Representative Squads
- 2) In agreement with SUS, the Sports Union will pay for a percentage amount in discussion with our Institutions athletes.

6. Tours

- 1) Clubs will be responsible for the full costs and insurance

7. Stationery

- 1) The Administrative Secretary may order or purchase any stationery only with approval of the President.

8. Office Furniture and Equipment

- 1) As approved by the Finance committee.

9. Telephone

Incoming calls: Clubs may receive messages
Outgoing calls: Clubs may make calls for Sports Union business only

10. BUCS/SUS Contributions

- 1) As laid down by these bodies and only in agreement by Dundee University Sports Union Finance Committee

11. BUCS/SUS Delegates

- 1) Travel and subsistence rates prescribed in 1i will apply for the Sports Union President or representative attending BUCS/SUS meetings.

12. BUCS/SUS Hospitality

Hosting BUCS/SUS Events: Assistance at the discretion of the Finance committee

² Signed notification, in advance, of the sale or disposal of any Sports Union equipment should be sought from the club.

13. Club Strips

- 1) All clubs are required to wear and maintain the Sports Union generic Kukri kits. Any items that are lost, damaged or stolen will be paid for by the club in time for the new academic year. It is the responsibility of the club to hand all kits back to the sports union at the end of semester 2 and it is the responsibility of the Sports Union to ensure that all missing pieces are replaced for the new academic year.
- 2) If the Sports Union cannot provide kit for your sport through its sponsor then the following rules apply when purchasing club kit:
- 3) The Official Colour of the University of Dundee is Red. All representative kit must be predominantly red with black and white.
- 4) The club in consultation with the Sports Union President must seek alternative kit in line with regulation 15iii

14. Minimum Club Membership Fees

<i>Ordinary Membership:</i> on an annual basis	To be set by the Club but no less than the minimum amount set out by the Sports Union
<i>Associate Membership:</i>	To be set by the club but should be no lower than than ordinary membership
<i>Social Membership:</i>	To be set by the club

15. Executive Expenses

<i>Other University Sports Union Ceremonies:</i>	Travel and subsistence costs as prescribed in 1i and 1iii
<i>SUS Meetings:</i>	An allowance of £15.00 for one full day.
<i>BUCS Meetings:</i>	An allowance of £15.00 per full day.
<i>Other Financial Losses:</i>	At the discretion of the Finance committee.

16. Other

- 1) All BUCS/SUS regulations shall be accepted unless any item is specifically rejected by the Sports Union.
- 2) Club representatives may attend or may be required to attend Finance committee meetings to support applications.
- 3) Improper claims by clubs will be disallowed and any amounts paid in connection with such claims will be recovered from the club involved and sanctions be imposed.

**University of Dundee
Sports Union
Sports Union and Student Discipline**

1. Coverage

- 1) All clubs, teams and individuals involved in the activities of the Sports Union, either on or off of University property.
- 2) All clubs, teams and individuals shall comply with such rules as may be prescribed in connection with activities of the Sports Union by the University Court, Senatus Academicus, Sports Union Council or Director of Institute of Sport and Exercise.
- 3) A club shall be responsible for the behaviour of its members in relation to activities of the Sports Union.
- 4) The Sports Union holds a Code of Conduct which will be updated by the Sports Union Executive on an annual basis. These rules will be adhered to by all matriculated members of any Sports Union or Associated Club.

2. Infraction of Discipline

- 1) A failure to comply with any rule mentioned in paragraph 1.
- 2) Any conduct which is prejudicial to the peace, good order or reputation of the University.

3. Sanctions

- 1) Under these rules the sanctions that may be imposed are:
- 2) Full and immediate payment of all damages incurred by clubs
- 3) a reprimand
- 4) a ban from, or restriction in, participation in any University sporting fixture
- 5) a withdrawal of access to University training and competition facilities
- 6) a withdrawal to any right to grant funding from the Sports Union
- 7) a ban or restriction on use of Sports Union vehicles
- 8) a withdrawal of any award (Blues or otherwise) made by the Sports Union
- 9) disaffiliation from the Sports Union
- 10) Any combination of these sanctions may be imposed and sanctions may be imposed for a determined or indeterminate period subject to good behaviour or other conditions.

4. Procedure

- 1) Any alleged infraction of discipline may be considered by the Director of the Institute of Sport and Exercise who in consultation with the Sports Union President shall decide whether or not to convene a meeting of the Disciplinary committee.
- 2) The Disciplinary committee shall be convened by the Director of the Institute of Sport and Exercise (or their nominee) and will consist of two Sports Union Executive members nominated by the Executive and two Honorary Vice Presidents.
- 3) No member of the Disciplinary committee should be involved in the alleged infraction of discipline.
- 4) The Disciplinary committee shall have the right to determine its own procedure subject to the rules of natural justice.
- 5) Any club, team or individual accused of an infraction shall be entitled to 48 hours written notice of the allegation and to appear and to be represented before the Disciplinary committee, to present oral and written argument, and to call, examine or cross examine witnesses.
- 6) The Disciplinary committee shall record its decision in writing. The written decision shall state the facts found by the committee to be proved or admitted and the sanctions, if any, imposed.
- 7) The Disciplinary committee may indicate its decision orally, but a copy of the written decision shall be communicated by recorded delivery post to the club, team or individual accused of the infraction.
- 8) The club, team or individual may appeal to the Appeal committee by written appeal which reaches the University Secretary within 7 days from the posting of the Disciplinary committee written decision.
- 9) No sanction shall come into force until the period of appeal has been determined, unless the Appeal committee decides otherwise.

5. Appeal Committee

- 1) The Appeal committee shall comprise the University Secretary (convener), a member of Court or Senate and the President of the Students' Association.
- 2) No member of the Appeal committee should be involved in the alleged infraction of discipline or the proceedings of the Disciplinary committee.
- 3) The Appeal committee shall have the right to determine its own procedures subject to the rules of natural justice.
- 4) The Appeal committee will hear appeals from the Disciplinary committee, but will not hear evidence.
- 5) The Appeal committee may consider oral or written submissions from any person with an interest.
- 6) The Appeal committee may uphold, quash or vary any decision of the sanction imposed by the Disciplinary committee.
- 7) The decision of the Appeal committee shall be recorded in writing and shall be communicated to the Convener of the Disciplinary committee, to the appellant and the Senatus Academicus.
- 8) The decision of the Appeal committee shall be final.

6. Resolution

- 1) In the event that either the Disciplinary or Appeal committee can not be convened the Principal may nominate members, as deemed appropriate, to form the committees.

7. Service of Documents

- 1) Any notice served to a club or team shall be given to the club captain.
- 2) If there is uncertainty over who the club captain is, notice may be given to any person who appears to be acting in an administrative capacity for the club.

**University of Dundee
Sports Union
Terms of Presidency**

1. Annual Salary

- 1) The salary is paid monthly in arrears by the University.
- 2) In addition, the Sports Union will reimburse the President for any authorized out of pocket expenses, as stated in the financial regulations incurred in the proper conduct of his/her duties on the production of relevant receipts and the completion of an authorized expenses form. A performance-related bonus may be awarded to the President at the end of his/her year in office. Recommendations are to be made by the Sports Union Council which are collected by the SU administrative secretary and circulated to the **University Secretary**.

2. Responsibility

- 1) The President will be accountable to the Sports Union Council. For employment and contractual purposes the President will report to the University Secretary.

3. Working Hours

- 1) 10am – 5pm. There may be some variation in hours, and the appointment is offered on the understanding that such requests are not refused unreasonably.

4. Holiday Entitlement

<i>Christmas:</i>	Two weeks (as determined by annual University closure).
<i>Easter:</i>	Two weeks
<i>Summer:</i>	Two weeks
<i>Other:</i>	Up to an additional 3 weeks, outside term time.

5. Entitlement of Sick Pay

The President will be entitled to sick pay on the same basis as members of clerical staff who are entitled to paid sick leave providing the conditions are met as outlined in paragraph 10 in the Clerical Staff Terms of Service, and as detailed in full in the Sick Pay scheme which is available for consultation from Personnel Services.

6. Grievance and Disciplinary Procedure

Any infraction of discipline by the President must be reported, in the first instance, to the Director of the Institute of Sport and Exercise. The Director will convene a meeting of the appropriate members of the Disciplinary Committee (as outlined in annex F) who, on consensus, will decide whether or not to convene a formal Disciplinary Committee hearing to consider the allegations. The committee shall be comprised of the members as outlined in annex F.

If the President is dissatisfied with any personal disciplinary decision, the President should appeal to the Secretary of the University, in writing within 28 days.

Any disciplinary matter shall be determined in accordance with the established University/Trade Union Procedural Agreements.

7. Absence Procedure

If the President is unable to report for work they must contact the Sports Union by telephone as early as possible on the first day of absence. A copy of the full absence procedure is enclosed in the President's contract.

8. Notice and Termination

The appointment may be terminated at one months' notice in writing, by the President or the University Court.

**University of Dundee
Sports Union
Election of Officers**

1. Frequency

- 1) Elections shall be held:
 - a. Annually in semester 2
 - b. Within two weeks notice being given by the Administrative Secretary of the Sports Union
 - c. Not on a Wednesday, Saturday or Sunday, or in vacation times as stipulated by the calendar of the University.

2. Officers

- 1) Elections for Executive Officer positions of President, Vice President (Sport), Vice President (Events), Honorary Secretary, Website Developer, Campus Sport Officer, Mini-bus Officer shall be conducted in the second semester.
- 2) A candidate may only be nominated for one office in any one year.

3. Eligibility1) *President*

- a. Only students who have been members of an affiliated club for two academic years and have been a committee member of this club for 2 years may stand for election.
- b. All candidates running for Sports Union President will be interviewed by a panel prior to the hustings. A one page report for each candidate will be issued to all club captains prior to hustings, club captains are obligated to ensure that this is available to all club members.
- c. Election Panel will consist of:
 - i. Current Sports President (if there is a conflict of interest this should be noted at the bottom of the report)
 - ii. Administrative Secretary of the Sports Union
 - iii. Director of the Institute of Sport and Exercise
 - iv. Either the Assistant Director or Sport Development Officer of the ISE
 - v. The University Secretary
 - vi. One voted in member of council with no conflict of interest to the candidates (either personal, sport specific or other)
- d. Any student with a criminal record or disciplinary record from University Court shall not be eligible to run for President.

NB: The election panel will only be used to provide further information and details regarding the skills and qualities of each candidate and will carry no voting capacity.

2) *Vice President*

- a. Only fully matriculated students who have been members of an affiliated club and sat on committee for one academic year may stand for election as Vice-President.

3) *Discipline*

- a. Candidates with an unsatisfactory disciplinary record by the Sports Union, ISE or Students' Association, for misbehaviour or misconduct, may not be allowed to run for election. The decision will be made by the disciplinary committee.

4. Returning Officers

- 1) A senior returning officer shall be elected by Council at the first meeting of the second semester, which should not be later than week 5. Junior returning officers may also be elected.
- 2) The returning officers shall not stand for any office, nominate or support any candidate and shall not be matriculated.

5. Notice of Elections

- 1) Notice of all elections shall be given by a circular to be received by all members of Council at least three weeks before the AGM.
- 2) Notice of all elections will be publicised for the attention of the general student body.

6. Procedures

- 1) Each candidate for a contested office shall be permitted to spend up to £40 on publicity. Disqualification for election will result if this amount is overspent or if any donations of publicity are received. Decisions concerning this will be made at the discretion of the Senior returning Officer.
 - a. At the AGM all candidates, who are unopposed shall be declared elect at the close of their hecklings.
 - b. Within three days of the AGM (excluding Saturday and Sunday), voting papers bearing the name of each candidate contesting an office shall be made available to all matriculated students at the ballot box in the Students' Association building.
 - c. Votes shall be cast in a sealed ballot box which shall be sealed in the presence of the Senior Returning Officer before voting commences and opened by the Senior Returning Officer only immediately before the count commences.
 - d. Only the Executive, Returning Officers, candidates, proposers and administrative secretary shall be present at the count.
 - e. The Senior Returning Officer shall be responsible for all election procedures and for publicising results.
 - f. In the event of an equality of votes being gained by two or more candidates, the Senior Returning Officer shall decide which candidate is elected by the drawing of lots.
 - g. The outgoing Executive Committee's term of office shall run in conjunction with that of the President's contract.

7. Termination or Resignation of Office

- 1) If an officer of the Sports Union leaves the University they shall immediately and automatically resign from office.
- 2) An officer may be removed from office only by a an EGM of council being called for that purpose. Removal from office shall only occur if two-thirds of those eligible to vote on Council support the motion of removal. If passed the motion is effective at once.
- 3) In the event of a vacancy from the EGM the Executive will have the power to appoint a candidate to fill the vacancy.

**University of Dundee
Sports Union
Safety Policy**

1. In pursuing its aim of providing opportunities for sport for all its members in such a way as to foster an ethos based on identity and pride, the Sports Union requires all its member clubs to produce and operate within stringent safety guidelines and with appropriate levels of insurance.
2. The Sports Union will support the implementation of sports specific safety and insurance guidelines, as defined by the National Governing Body, for each member club to ensure the safe practice of all clubs and their activities.
3. The Sports Union aims to deter the provision of unsafe, uninsured and dangerous practices within clubs by:
 - 1) Educating and informing member clubs of their responsibility to provide safe and insured activities for its members
 - 2) Requiring all clubs to affiliate to their National Governing Body and in so doing to apply and enforce effective sanctions on any clubs who are found to be operating without National Governing Body affiliation
 - 3) Supporting and assist clubs to complete an annual risk assessment, safety notes, equipment audit and to source insurance cover for all necessary sport specific club activities
 - 4) Establishing a Safety Forum, as a standing group of the Council, to advice and develop policy issues relating to safety and insurance of club activities
4. This Sports Union policy applies to:
 - 1) Employees and Executive officers of the Sports Union
 - 2) Affiliated clubs and their members and employees.

APPENDIX 2

PRINCIPAL'S REPORT
(Minute 73)**Finance and Policy**

The Income and Expenditure account shows a forecast operating surplus of £0.5m before voluntary severance costs. The latter amount to £1.0m and the gain on disposals is forecast to be £0.7m so that the forecast bottom line is £0.2m. Capital expenditure of £12.5m is forecast for the year, fully funded by external capital grants, including CIF and DIUS. Total borrowings are forecast to be £12.0m at the year end, compared with £10.5m at 31 July 2008 and £14.5m at the period end.

The overall increase in SFC funding for 2009/10 compared with the current year is £0.8m (0.9%) and, with the increasing cost pressures reported previously, arriving at an acceptable budget for next year has been especially challenging. Despite this, the process, involving detailed discussions with College Heads and their financial teams as well as SASS Directorates, has been robust and a break-even budget is proposed for 2009/10 compared with the target in the strategic framework of a 1% surplus. This will require tight management in the year to come and prompts the need for a detailed strategic review whose aim will be to regain the momentum required to achieve a 3% surplus by 2012 as indicated in the Secretary's Strategic Review paper. In addition to the use of KPIs and benchmarking information, the review will benefit from frequent dialogue with SFC with regard to the future funding of research and learning and teaching, priorities for the use of Horizon Funds and inter-institutional collaboration.

Learning and Teaching

Preparations for the QAA's Enhancement-Led Institutional Review are gathering pace. The first draft of the University's reflective analysis document is undergoing revision, and will be circulated to Schools and Colleges in due course for further consultation. The University has now received confirmation of the members of the review panel: Professor Malcolm Cook (University of Exeter), Professor Simon van Heyningen (University of Edinburgh), Professor Paddy Maher (UHI Millennium Institute), Ms Kari Arbouin (James Cook University), Mr Norman McBreen (University of the West of Scotland – student reviewer), and Helen Crosby (Heriot-Watt University – secretary to the panel).

The University of Dundee played host to a high-level delegation from Universiti Malaysia Sabah at the end of April. A joint declaration was signed between the two institutions with a view to developing closer collaboration, possibly to include the exchange of academic staff and students, in particular in the University's Centre for Energy, Petroleum & Mineral Law & Policy.

Senate has approved recommendations for recipients of three University prizes: the Honorary Graduates' Prize for Innovative Teaching, the Senate Award for Excellence in Teaching, and the Chancellor's Award for Lifetime Contribution to Teaching. These are proof positive of the high standards of teaching across the breadth of the University's activity, and I wish to add my congratulations to those commended for the awards. Prize-winners are as follows:

Honorary Graduates' Award for Innovative Teaching

- 1 Dr N Brewer: School of Life Sciences (Learning and Teaching) and Ms M Adamson, Library & Learning Centre
- 2 Mr A Milligan, Duncan of Jordanstone College of Art & Design
- 3 Dr. M Towler and Ms J Aitken, College of Life Sciences and Duncan of Jordanstone College of Art and Design

Highly Commended: Dr J Hughes, Professor P Gregor, School of Computing; Ms F Muir, Ms S Bradley, Ms I McLafferty, Ms I McTaggart, School of Nursing and Midwifery; Ms P Winters, Ms I Duckett, Ms C Winter, School of Nursing and Midwifery & Montrose Maternity Unit

Senate Award for Excellence in Teaching

1. Professor M Chatterji, School of Social & Environmental Sciences
2. Dr F Smith, School of Engineering, Physics and Mathematics

Highly Commended: Dr J Stewart, School of Humanities

Chancellor's Award for Lifetime Contribution to Teaching

1. Professor Margery Davis, Centre for Medical Education;
2. Dr Allan Jones, School of Life Sciences (Learning & Teaching);
3. Mr Robin White, Law, CASS.

Research and Enterprise

In April, the First Minister, Alex Salmond, officially opened the Translational Medicine Research Collaboration's (TMRC) new core research laboratory at Ninewells.

The University of Dundee will benefit from the creation of a £12m Digital Economy Research Hub being led by the University of Newcastle with major investment from the Engineering & Physical Sciences Research Council. The aim is to help develop digital technology to transform the lives of the elderly, disabled and people in rural communities. The University of Dundee has many years' experience in working on inclusion in digital technology, and will play a key role in the hub.

The University has announced that Professor Sir David Lane and Professor Birgit Lane will be leaving Dundee to return to Singapore to take up full-time appointments with the Agency for Science, Technology and Research with effect from 1 September 2009.

Dundee's strengths in bioscience are robust, however, and our role as a bioscience cluster was further enhanced at the 9th annual BioDundee Conference which took place last week. The conference focused on emerging capabilities in industrial and academic biotechnology, new pathways of drug discovery and personalised medicine and attracted delegates and speakers from the local academic and business communities, major funders including the Wellcome Trust, and the international biotechnology and pharmaceutical industries. This follows favourable press coverage in the Scotsman commenting on the HSBC Future of Business report which highlights Dundee alongside York as a Biotechnology power.

Major Grants

- **£9m from Pfizer Inc to Professor Tom MacDonald** for Standard Care versus Celecoxib outcome trial (SCOT);
- **£1.9m Wellcome Trust renewal of a senior fellowship to Professor Daan van Aalten** for molecular mechanisms of O-GlcNAc signalling;
- **£1.8m MRC Award to Professor Pete Downes and Dr Nick Leslie** for antagonism of PI 3-Kinase signalling by PTEN and SHIP2;
- **£1.6m European Research Council award to Professor Mark Chaplain** for multiscale mathematical modelling of cancer growth and spread.

Celebrating People

Three academics from the University are among forty new fellows elected to the Academy of Medical Sciences:

- Professor Irwin McLean, Professor of Human Genetics
- Professor Andrew Morris, Director, Biomedical Research Institute
- Professor Colin Watts, Professor of Immunobiology

Professor Frank Sargent of the Division of Molecular Microbiology was recently named as the first UK winner of the Young Scientist Award of the Federation of European Biomedical Societies (FEBS). The award is given to the author of the best paper to be published in the leading Biochemistry journal FEBS Letters. Professor Sargent's work focuses on how bacteria such as E. coli and salmonella live and grow.

Professor Irwin McLean has been awarded the American Skin Association Achievement Award for his pioneering work on skin diseases. Professor McLean, who discovered that mutations on the filaggrin gene cause eczema and other related disorders, was presented with the award in Montreal at the annual meeting of the Society for Investigative Dermatology.

The University's women's rugby team has added to the successes of the women's squash and men's fencing teams by winning the British Universities & Colleges Sport (BUCS) Trophy after an exciting

match against the University of Bath. A try by Katy Green in the dying moments of the game clinched a dramatic victory for the University.

Dr John Drummond, a Senior Lecturer and Consultant in Restorative Dentistry at the University of Dundee, became the 123rd President of the British Dental Association (BDA) on 4 June. His role will see him act as an ambassador for the BDA both in the UK and overseas.

Events

Degree Shows

Both the School of Architecture and Duncan of Jordanstone College of Art & Design have held their degree shows, showcasing the work of graduating students. The School of Architecture held its show in the Matthew Building, whilst the art & design students displayed their work for the first time at the Vision Building on Seabraes. The art & design event kicked off in spectacular style with a fashion show featuring textiles and jewellery modelled by the students themselves and the official opening by supermodel Erin O'Connor. Ms O'Connor made Hayley Scanlon's day when she spotted the design student's jacket during the catwalk display and decided she just had to have it. The architecture show runs until 30 May, while the art & design show runs until 6 June. Senate members are encouraged to experience at first hand the wealth of student talent on display.

Debate on Human Identity

Dundee's reputation as a dynamic centre for the study of anatomy and human identification was confirmed in June when the British Association for Human Identification held its first annual meeting here. The meeting kicked off with a public 'question time' style debate on identity in the Dalhousie Building, chaired by Alan Cochrane, Scottish Editor of the Daily Telegraph.

Graduation

As this is the last Court meeting of the session, I would, of course, like to encourage members to attend where possible the degree ceremonies taking place over the period 24-26 June 2009. An opportunity to celebrate the achievements of students across the University and to mark a major milestone in their careers, graduation week will also see the conferment of honorary degrees on Richard Holloway (writer and former Bishop of Edinburgh), Wendy Houvenaghal (Olympic cycling silver-medallist and graduate of the University), and four eminent scientists: Sir Paul Nurse (winner of the Nobel Prize for Physiology or Medicine in 2001), Sir David Weatherall (former Regius Professor of Medicine at Oxford University), Matthias Mann (Director of the Max Planck Institute of Biochemistry in Munich) and Frank Walsh (King's College, London).

Picturing Dundee

The winners of this photographic competition will be announced at a drinks reception on 22 June from 6-8pm in the Foyer of the Dalhousie Building. Internationally renowned photographer, Colin Prior, will unveil the shortlisted images and make the presentations.

Literary Festival

Running alongside graduation week, the Dundee Literary Festival welcomes a host of leading lights in literature and publishing, including: Anne Fine, Adam Mars-Jones, John Gray and David Peace. The festival takes the form of talks, workshops, book-signings and other events, all hosted in the University's Dalhousie Building. The festival launches on 25 June with cartoonist and illustrator Gerald Scarfe.

Pete Downes
Principal and Vice Chancellor

APPENDIX 3

FINANCE & POLICY COMMITTEE
(Minute 74(1))

A meeting of the Committee was held on 27 May 2009.

Present: Mr BWM Johnston (Convener), Acting Principal Professor CP Downes, Professor GLP Follett, Mr EF Sanderson, Mr IDM Wright.

In Attendance: Secretary, Director and Deputy Director of Finance, Director of Information Services & Deputy Secretary, Director of Strategic Planning and Clerk to Court.

1. MINUTES

Resolved: to approve the minutes of the meeting on 30 March 2009.

2. MATTERS ARISING

(1) University of Dundee Superannuation Scheme (UoDSS) (Minute 7)

The Director of Finance brought the Committee up to date on discussions at recent meetings of the UoDSS Board of Trustees. These discussions had centred on the actuarial valuation of the scheme. The Committee's Pensions Sub-Group had reviewed the initial assumptions upon which the Trustee's preliminary valuation had been based. To assist in this review the University had appointed its own actuary. Based on this advice, the University had proposed to the Trustees some amendments to the assumptions, in particular those relating to inflation and the recovery plan, and to the rules governing future pension increases. The Trustees and their appointed actuary had reviewed these in some detail at their recent Trustee meeting and as a result amendments had been made to the assumptions. The Trustees had also agreed to changes to the future pension increases either to be fixed at 3% or to be based on RPI up to 5%. This represented a significant change albeit less than the proposed option. As a result of this the deficit as calculated for the purpose of the actuarial valuation reduced from £25m to £20m. The employer contributions (taking into account future service and the deficit repayment) are expected to be set at 22.1% as compared to the current rate of 21.1%. It was noted that this was considerably lower than the rate first proposed from the preliminary valuation. The Trustees were expected to finalise the position at the Trustee meeting on 29 May 2009 and would then formally report back to the University.

Concern was expressed that the Committee had not had the opportunity to see the detailed proposals as part of the papers for the meeting. It was noted that this was partly due to timing and that the employer actuarial review proposals had been discussed by the Pensions Sub-Group. It was also noted that the responsibility to set the assumptions and define the rules rested with the Trustees. The Committee agreed that the proposals as explained by the Convener and the Director of Finance were acceptable.

The Committee was reminded that Mr Johnston would be retiring as Convener of both the Committee and the Board of Trustees; it would therefore be necessary for the Court to identify a successor employer-nominated Trustee.

Resolved:

- (i) to report to Court the outcome of the actuarial valuation of the scheme;
- (ii) to agree that the Pensions Sub-Group be convened and authorised to discuss and make recommendations to Court on the matter of the remaining Trustee appointment and on any related matters;

- (iii) to request that officers compile a paper setting out the current position in relation to the UoDSS for the attention of Court at its meeting on 15 June 2009.

(2) West Park Conference Centre (WPCC) (Minute 8(2))

In response to a question raised at the previous meeting, the Director of Finance provided the Committee with an oral report on the terms of the buyback agreement for the WPCC in the unlikely event that Dundee Student Villages (DSV) decided to sell the business. If this happened, the University would be obliged to buy back WPCC at a cost determined by the debt profile outlined in the original financial model, and by the break costs applying at the time of the buyback. The Committee noted that it was likely that the University would also be required to take back the staff of WPCC in the event of a buyback.

The Director of Finance also reported that, having examined the minutes of the Committee from the time the original agreement on DSV and WPCC was reached, it appeared that the Committee might not have been made aware of the precise terms of the buyback agreement, although minutes showed that the structure of the WPCC element of the deal had been discussed by the Committee at its meetings on 7 February 2005, 10 October 2005 and 21 November 2005.

Resolved: to ask the Director of Finance to provide the Committee with a written schedule of the terms of the buyback agreement, with an indication of how this might change over time.

(3) Capital Project: Duncan of Jordanstone

The Committee noted that, following discussions at the Court meeting on 27 April 2009, the options appraisal for the refurbishment of Duncan of Jordanstone College of Art & Design was being re-examined. It was anticipated that proposals would now be brought to Court in autumn 2009.

3. **MANAGEMENT ACCOUNTS – PERIOD 9**

The Committee received the management accounts for the period to 30 April 2009. These showed an operating surplus to date of £5m before voluntary severance costs, representing a favourable variance of £4.8m when compared with the phased budget. Nevertheless, the end-of-year forecast was for a small operating surplus, which was in line with budget. The voluntary severance scheme had closed at the end of April 2009, and a flurry of applications had been made prior to its closure. It was anticipated that further voluntary severance costs would be incurred, depending on the number of applications approved. The Committee learnt that no further disposals were expected to be concluded during the current financial year.

The Director of Finance reported that the cash position remained strong, largely as a result of a smaller than anticipated spend on capital projects due to slippage. The capital programme was currently being updated to take account of this. He reported also that the University had received money from the Wellcome Trust to enable work to proceed with the fit out of the top floor of the Clinical Research Centre (CRC) to create a Centre for Molecular Medicine. Due to lack of funding, the top floor of the CRC had to date remained undeveloped. The award from the Wellcome Trust would cover the entire cost of the fit out with no resultant cost to the University. On this basis it would be added to the capital plan.

The Committee discussed the quality of financial management within the University, particularly at College and School levels. The Committee learnt that there had been a good deal of improvement in engagement and understanding at School level. There had also been regular training events. It was noted that when operating to a break-even budget there was increased risk due to an inability to cover unexpected or uncontrollable items such as the provision for unfunded pensions. It was therefore essential that all areas of the University were able to manage and monitor income and expenditure effectively, and there was increasing evidence of this. The University Secretary added that the draft internal audit plan for 2009/10 included work on internal control systems within Schools and Colleges; this would hopefully provided reassurance that improvements had bedded down across the University.

The Committee discussed the University's procurement policy and processes, and the Director of Finance reported on the ongoing implementation of the PECOS eProcurement system.

4. **BUDGET 2009/10 & FINANCIAL PROJECTIONS**

The Director of Finance presented the budget for 2009/10. The disappointing settlement from the Funding Council, coupled with increasing cost pressures had meant that this year's budget process was more protracted than in previous years. Even so, the resultant break-even budget fell short of the target from the strategic framework for 2009/10 of a 1% surplus despite containing substantial projected increases in both tuition fees and research overhead recovery. This said, forecasts for student recruitment were encouraging and much of the research grant income projected had already been confirmed.

Discussion centred on the need to take a strategic look at the University's activity. The University needed to be clear about its vision for the future as well as ensuring it delivered financial sustainability. Achieving the target 3% surplus, as set out in the strategic framework, would not be easy, and the challenging economic times ahead and the likely reduction in public funding would mean that the University would be forced to analyse what it did very carefully to maximise financial stability from decreasing public resource. The Committee agreed that such a review needed to be begun as a matter of urgency, even though the University found itself in a transition period between Principals. The Principal designate, once appointed, should therefore be invited to take part in the process, ahead of formally taking up post.

The Director of Finance then introduced the financial projections for the period to 2011/12. These assumed an increase in income from the Scottish Funding Council over the period of 1% per annum, which was in essence a real terms cut, although in the circumstances perhaps optimistic. The tuition fee and research income targets were challenging but not unrealistic given the progress on these fronts to date. The projections were that the University was likely to have a negative cashflow over the next three years, albeit from a much better position than had been expected. It was noted that managing cash was clearly essential, particularly at such time as existing borrowing facilities needed to be renegotiated. One of the biggest pressures would be the anticipated reversal of working capital as research projects drew down on funding already received. Additionally, there would be effects on the estate strategy if the targeted surpluses could not be realised.

- Resolved:**
- (i) to recommend to Court that it adopt the budget as proposed;
 - (ii) to request that officers present a paper to Court proposing that the Senior Management Team carry out a strategic review of the University's activities with a view to presenting proposals to ensure the University reaches a 3% surplus; and
 - (iii) to consider at a future meeting the question of recommended maximum borrowing levels for the University.

5. **TUITION FEES 2009/10**

Noting that the Court, at its meeting on 27 October 2008 (Court Minute 12(1) refers), had approved that student tuition fees should be approved by the Senior Management Team after consultation with Schools and Colleges, the Committee received for information intimation of the fees to be applied for session 2009/10. It was noted that in comparison to 2008/9 fees had remained flat or been subject to modest rises. The Committee learnt that discussions on fees to be charged for session 2010/11 were already underway.

- Resolved:** to note the tuition fees to be charged for session 2009/10.

6. **BRUCE JOHNSTON**

The Acting Principal paid tribute to the industry and dedication of the convener, who was attending his last meeting after seven years in the chair. The Committee would be celebrating Mr Johnson's convenership at a lunch immediately following the meeting. For his part, Mr Johnson wished to thank all present and past members of the Committee for their valued contributions.

APPENDIX 4

EMPLOYABILITY STRATEGY EQUIPPING UNIVERSITY OF DUNDEE GRADUATES FOR THE 21ST CENTURY (Minute 78)

Executive Summary

The University of Dundee aspires to continue to produce graduates of the highest quality. By this we mean that our graduates through their discipline-based studies have had the opportunity within the University's excellent teaching and learning environment to attain their full academic potential at that stage in their academic development. Whatever their subject expertise and whether in academia or beyond, we look to our graduates to become tomorrow's leaders and opinion formers – and to make full and fulfilling contributions in the society or societies in which they live and work.

While over seventy per cent of the University's graduates enter the professions, we aspire to ensure that all of our graduates are equipped for graduate level employment by providing them the necessary support to maximise their employability.

By employability we mean, in brief, the acquisition of:

A set of skills, knowledge and personal attributes that make an individual more likely to secure and be successful in their chosen occupation(s) to the benefit of themselves, the workforce, the community and the economy.¹

This aspiration complements the second aim of the University's Strategic Framework Towards 2012, 'to provide the best student experience'. Our ambition is that in this respect, the University of Dundee should rank amongst those universities considered to be the best in the UK.

Specifically, the University is committed to raising the proportion of our graduates who enter graduate level employment; that is as indicated by the proportion of graduates in employment category six months after graduation. This is an important performance indicator (KPI 2), with the aim being to raise the proportion to more than 50%. However as the number of UK graduates continues to grow, the employment market has become increasingly competitive. The current economic environment has made the employment prospects for graduates even more challenging, even for those graduates who have studied and trained for entry to a particular profession.

Many of our funders and stakeholders, including the UK government and the Department for Innovation, Universities and Skills, the Scottish Government, the Scottish Funding Council, employer organisation and many of our students and their parents, have made it clear that they expect universities to take cognisance of and respond to the need to enhance the employment prospects of our graduates. The University's Strategic Framework commits us to better understand the views of these stakeholders, 'and in particular those of employers and professional bodies'.

For the above reasons, following the Court retreat in September 2008, the University's Senior Management Team established an Employability Strategy Group. The Group comprises academic staff, support staff, administrators and representatives of employer groups. The Group, which began its work in December 2008, has developed a new strategy for employability at Dundee 2009-2012. In part, it builds on existing strengths, structures and processes, but it also makes some new and innovative proposals.

The eight main proposals are listed, in brief, below and further detail is to be found in the following report.

- (1) *The generic elements of employability are in some cases part and parcel of the learning processes associated with virtually all degree programmes. The strategy outlined in this document will ensure that these skills and attributes are clearly articulated in degree programmes, and that students are made aware that they are developing and acquiring them, primarily through the enhanced application of the existing undergraduate resource, My PDP.*

¹ Yorke, M (2006) *Employability in higher education: what it is – what it is not*
http://www.heacademy.ac.uk/assets/York/documents/ourwork/fla/employability/id116_employability_in_higher_education_336.pdf

- (2) *In addition, however, the strategy offers our students the opportunity to add further to their portfolio of employability skills, knowledge and attributes. Some of these can be acquired through their existing degree programmes. Others will be additional, and build upon the many employment-related activities in which they can participate whilst at the University of Dundee. These are offered, for example, by the Careers Service, the Enterprise Gym, the Library & Learning Centre, and the Dundee University Students Association (DUSA). Together this portfolio is articulated through the development of a new Dundee Graduates' Development Skills Checklist.*
- (3) *The strategy also provides a means by which students can formally record their achievements in the area of employability. This record will be managed in a new system to be established involving the schools and Registry, and will be available in a format that will be helpful not only to our students, and graduates, but also for prospective employers.*
- (4) *We are proposing that the University offers a new award, the Dundee Graduate Skills Award, which will capture and reflect student awareness of, and achievements in, the area of employability. Opportunities will be offered to students to obtain an award either at pass level, or as excellent.*
- (5) *Aware that graduate employability will be an ongoing issue, we are recommending that greater emphasis is placed on liaison work that takes place already between colleges, schools, disciplines, and employers and professional associations. This is essential if we are to ensure that the University's teaching provision, where this relates to employability, is attuned to the needs of employers whether in the private or public sectors, and indeed to wider society. There may be advantages to the University and our graduates by strengthening links with relevant outside national and local bodies such as chambers of commerce, CBI Scotland, etc.*
- (6) *Additional support for the implementation and development of the strategy will be provided through the appointment, for one year in the first instance, of a recent graduate, to the post of Employability Development Coordinator, based in the Careers Service.*
- (7) *In order to guide and assist with the implementation of the strategy, in its early stages, an Employability Task Force has been established.*
- (8) *Reports from the Employability Task Force will be sent to, and monitoring of the strategy in operation will be done by, the University's Learning & Teaching Committee, convened by the Vice-Principal (Educational Development). The impact of the strategy can be measured in several ways, including: the number of students who achieve the Graduate Skills Award; the strength of student engagement with the new My PDP; staff and student feedback; and by review of the statistics relating to graduate employment which the University submits annually to the HESA.*

Professor Christopher A Whatley
Vice-Principal, and Head, College of Arts and Social Sciences
University of Dundee

11 May 2009

**EMPLOYABILITY STRATEGY 2009-2012
GRADUATE ATTRIBUTES FOR THE 21ST CENTURY**

Introduction

- 1 The employability strategy 2009-12 is designed to complement the second aim of the University's Strategic Framework Towards 2012, "to provide the best student experience". The provision of high quality education and training for the professions is a key example of one of the University's many strengths. While over seventy percent of the University's graduates enter a wide range of professions, the University also has a responsibility to maximise the potential of all of its students to obtain graduate level employment. That potential for both groups, is best realised by ensuring that students are aware of the need to develop generic employability skills during their period of study.

- 2 There is a plethora of research on 'employability'² including many definitions of the word 'employability'. The University has adopted the following meaning which is widely accepted:

*'a set of skills, knowledge and personal attributes that make an individual more likely to secure and be successful in their chosen occupation(s) to the benefit of themselves, the workforce, the community and the economy'*³.

- 3 The implementation of this strategy is based on a partnership approach. Students have a responsibility to recognise that their engagement in a range of activities, beyond their degree programme, is likely to enhance their opportunities to gain graduate level employment. The University has responsibilities to facilitate access to and support the delivery of, that range of activities and to make the necessary arrangements to verify the quality of that engagement. The latter is essential to ensure that the value of that engagement has credibility both students and potential employers. The successful implementation of the strategy will also have significant benefits for the University from both an academic and a marketing standpoint. Students will have acquired a richer and more varied university experience and the University will have gained a recruitment advantage over its competitors for new applicants.

- 4 The three broad aims of this institutional employability strategy are:
 1. to facilitate the acquisition by the University's students and graduates of the relevant 'set of skills, knowledge and personal attributes', in the context of their particular degree programmes;
 2. to articulate and contextualise that specific 'set' and make it readily accessible to students, graduates and potential employers, in a clear and systematic format; and
 3. to act as central focus to draw together and actively link, the many existing activities within the Colleges, Schools and Academic & Student Support Services which are designed to enhance the employability of the University's students and graduates.

- 5 The introduction of the strategy is timely given the recent response of the Scottish Funding Council⁴ to the interim, "New Horizons: Joint Future Thinking Taskforce" report. It was stated in the report that the priorities for the use of the new horizon fund, in relation to employability and skills interventions, should include "a key ambition [of the SFC] will be to better develop entrepreneurial capacity and graduate employability", and, "to ensure degree provision is relevant, flexible, and adaptable to the needs of future learners, to support the Government's key strategies including the strengthening of the Scottish economy. This view was reflected in

² Higher Education Academy www.heacademy.ac.uk/ourwork/learning/employability

³ Yorke, M (2006) *Employability in higher education: what it is – what it is not*
http://www.heacademy.ac.uk/assets/York/documents/ourwork/tla/employability/id116_employability_in_higher_education_336.pdf

⁴ Scottish Funding Council (2008) – Interim response to the (paragraph 15)
<http://www.scotland.gov.uk/Topics/Education/UniversitiesColleges/16640/hetaskforce/IFTTSFCresponse>

the correspondence of 19 December 2008 from the Cabinet Secretary for Education and Lifelong Learning, Ms Fiona Hyslop, to Scottish universities' Principals of 19 December 2008, expressing her thanks to universities for their engagement with the Taskforce's work. Ms Hyslop noted that the Scottish Cabinet had endorsed the Taskforce's "proposal that universities be recognised as a seventh key sector" of the Scottish economy. The new strategy will also seek to complement the new QAAHE Quality Enhancement Theme, "Graduates for the 21st Century"⁵ which aims to build upon the earlier "Employability" Theme.

Development of the Strategy

- 6 An Employability Strategy Group was created in December 2008 under the Convenership of the Vice Principal, College of Arts & Social Sciences, Professor C Whatley.
- 7 This Group which includes employer representatives, identified the following six key objectives for the strategy:
 - 1 The articulation of the specific set of skills, knowledge and personal attributes that the University's students acquire, in the context of their programme of study, during their period of study in the form of a Dundee Development Skills Checklist.
 - 2 The continual development of those specific skills, knowledge and personal attributes through:
 - a) the delivery of existing academic programmes by Colleges and Schools by:
 - raising the prominence, and apparent relevance of, activities within existing modules/programmes which contribute towards employability attributes and doing so, wherever possible, without increasing the burden on academic staff and students and changing the broad shape and content of academic programmes
 - ensuring that these activities are appropriately supported and resourced and the outcomes reported; and
 - b) extra-curricular activities including the introduction of the new Dundee Graduate Skills Award (annex refers).
 - 3 The further development of effective liaison between the University and prospective employers, to ensure that the University's teaching provision is attuned to employers' existing and likely future needs from their graduate workforce.
 - 4 The provision of adequate information and support to ensure that students appreciate fully the value of developing and demonstrating their employability, particularly at this time of global economic uncertainty, and its negative impact on graduate employment.
 - 5 The development of records systems by Colleges and Schools in cooperation with the Registry, to ensure that students' specific skills, knowledge and personal attributes are clearly articulated and recorded systematically, for particular degree programmes or groups of related programmes.
 - 6 The development of effective systems for the promotion of students' specific skills, knowledge and personal attributes to prospective employers, especially on the use of *My PDP*.
- 8 In addition to the Strategic Framework, the strategy will also:
 - complement other University and College strategies and plans including the institutional and Colleges' Learning & Teaching Strategies and the School Learning & Teaching Development Plans

⁵ QAAHE www.enhancementthemes.ac.uk/themes/21stCGraduates/default.asp

- reflect the University's policy and procedures for quality assurance and enhancement, to promote embedding and the evaluation of its effectiveness
- address the relevant aspects of the Quality Assurance Agency for Higher Education's (QAA) Code of Practice in Careers Education, Information & Guidance.

9 The University is already actively engaged in a range of activities to enhance student and graduate employability. Many of these activities are linked to the ongoing development by schools of the University's system for delivering Personal Development Planning (PDP) for students, particularly for undergraduate students (*My PDP*). To date, this development work has been coordinated, at the institutional level, by the University's Scottish Higher Education Employability Network (SHEEN) Management Group under the convenership of the Director of the Careers Service. That Group which includes representation from DUSA, should be reconstituted as the Employability Task Group to develop, coordinate and support all activities relating to graduate employability.

The Implementation of the Six Key Objectives

10 This section deals with the implementation of the strategy's six key objectives which will build upon the many existing student and graduate employment related activities.

1 *The articulation of the specific skills, knowledge and personal attributes that the University's students acquire, in the context of their programme of study, before they leave the University*

A pilot project will commence in June 2009 in the College of Arts & Social Sciences to identify the specific skills, knowledge and personal attributes for the MA programme. The pilot will also include the Schools of Computing, Law and Nursing. The pilot will employ a new toolkit developed from the Professionalism and Employability Toolkit (PET) which has already been developed and trialled with a number of schools by the Employability Task Group. The Toolkit was revised to utilise a new Dundee Development Skills Checklist which the Employability Strategy Group approved at its meeting on 6 May 2009. This Dundee Development Skills Checklist reflects the current literature on graduate attributes including information available on the QAAHE's, 'Research Teaching Linkages: Enhancing Graduate Attributes' on the Quality Enhancement Theme website.

2 *The continual development of those specific skills, knowledge and personal attributes through:*

(a) *the delivery of existing academic programmes by Colleges and Schools by:*

- *raising the prominence, and apparent relevance of, activities within existing modules/programmes which contribute towards employability attributes and doing so, wherever possible, without increasing the burden on academic staff and students and changing the broad shape and content of academic programmes*
- *ensuring that these activities are appropriately supported and resourced and the outcomes reported;*

Once identified, the relevant schools involved in the delivery of the MA programme will be asked to report to the new Employability Task Force by Christmas 2009, on how the MA might be developed to enhance those skills. In some areas of the MA programme, the application of the PET Toolkit may identify any gaps in employability related areas. This approach would build upon the success of the PDP-related induction programme for Level 1, general MA students which was introduced in academic session 2009/10. This activity is supported by a team of personal advisers and delivered by the Careers Service, in partnership with the relevant schools. A number of similar initiatives promoting graduate skills and PDP are already underway in other Colleges eg the SPELS modules in the College of Life Sciences and PDP in the School of Nursing. The Careers Service will also continue to deliver the Career Planning and Internship modules which enhance these graduate skills.

b) the recognition of extra-curricular activities including the new Dundee Graduate Skills Award (annex refers)

The Careers Service, the Enterprise Gym and others will continue to deliver and develop their current range of extra-curricular and curricular training and accredited modules with guidance from the Employability Task Force. All students will also be encouraged to develop their employability skills more generally, through the introduction of the new Dundee Graduate Skills award from the beginning of the next academic session (see the annex). This new award will be developed and managed by the Employability Task Force. Endorsement of the award will be sought from CBI Scotland, Association of Graduate Recruiters (Scotland) and the Scottish Government and other external bodies. In academic session 2009/10, the Dundee Graduate Skills award will be piloted with Level 1 MA programme students within the College of Arts & Social Sciences. Following consultation with schools, it can also be made available to other entrant students.

- 3 *The development of effective liaison between the University and prospective employers, to ensure that the University's teaching provision is attuned to employers' existing and likely future needs from their graduate workforce*

Many schools have already established and effective links with the relevant employers and the relevant Professional Sector Bodies. For this pilot phase, the Employability Task Force will review and report on the current level of contact between employers and the relevant schools involved in delivering the MA programme by the end of the current academic session.

- 4 *The provision of adequate information and support to ensure that students appreciate fully, the value of developing and demonstrating their employability, particularly at this time of global economic uncertainty, and its negative impact on graduate employment.*

Beginning with all levels of the MA programme, the Employability Task Force, in association with the relevant schools, will review the content of existing student support for *My PDP* to consider how it could be developed to raise students' awareness of *My PDP*. This would include the guidance booklet which is already used extensively by schools and the Careers Service, to induct students into the use of *My PDP* and the development of new student self-assessment templates for *My PDP* for all levels of the MA programme based on the new set of employability attributes. The Careers Service and DUSA would also be actively involved in the development of the promotion of this new initiative. The new information and support would be made available to students by the beginning of the next academic session and form part of the PLUS@Dundee project for new entrant students. This new project which was launched in November 2008, will adopt a new approach to the induction of all entrant students in September 2009, with the aim of enhancing student retention (<http://www.dundee.ac.uk/plusatdundee/> refers).

- 5 *The development of records systems by the Registry in cooperation with Colleges and Schools, to ensure that students' specific skills, knowledge and personal attributes are properly articulated and recorded systematically, for particular degree programmes or groups of related programmes.*

Beginning with the MA programme, the Registry with guidance from the Employability Task Force and the relevant schools, will develop the necessary records management system to allow students' acquisition of specific aspects of the Dundee Development Skills checklist to be reported in graduates' academic transcripts at the end of the next academic session.

- 6 *The development of effective routes for the promotion of students' specific skills, knowledge and personal attributes to prospective employers, especially on the use of My PDP.*

The Employability Task Force will consult the relevant schools involved in the pilot phase, the Careers Service and the Alumni Office to consider how these employer promotion routes can be developed for the MA programme and the other pilot programmes.

Additional Staff Support for the Implementation of the Strategy

- 11 Additional support will be provided through the appointment (0.5 FTE), for one year in the first instance, of a recent graduate, to the post of Employability Development Coordinator, based in the Careers Service.

Monitoring of the Development and Implementation of the Strategy

- 12 The Employability Task Force will form the steering group for the strategy's development and implementation and will report to the University's Learning & Teaching Committee.
- 13 The impact of the strategy can be measured in several ways, including: the number of students who achieve the Graduate Skills Award; the strength of student engagement with the revised *My PDP* template; staff and student feedback; and by a review of the statistics relating to graduate employment which the University submits annually to the HESA.

Membership of the Employability Steering Group

Professor Chris Whatley [Chair] (Vice Principal, College of Arts & Social Sciences (CASS))
 Mr Graham Nicholson (Director of the Careers Service - Secretary to Group)
 Ms Alison Newton, Court representative
 Professor Charles Munn (Honorary Professor, School of Accounting & Finance)
 Ms Helen Archibald (Human Resources Manager, Dundee College)
 Professor Andrew Hopkins (School of Research - representative from the CLS)
 Dr Janet Hughes (School of Computing – representative from the CASE)
 Mr Stuart Cross (School of Law - representative from the CASS)
 Dr Richard Parsons (Director of the Library & Learning Centre)
 Dr Ian Francis (Academic Secretary)
 Dr David Duncan (formerly University Secretary)
 Professor Margaret Smith (Dean of the Nursing School - representative from the CMDN)
 Dr Eric Monaghan (Assistant Secretary, Academic Affairs)
 Mr Cameron Ritchie (Deputy President DUSA)

Dundee Graduate Skills Award

Award Scheme Context

Graduate Employability: Graduates are now entering an increasingly competitive employment market. The possession of a good degree is no longer sufficient to secure the graduate level positions that many students aspire to. In a survey conducted by the Association of Graduate Recruiters (AGR), it was found that 80% of AGR employers stipulate that in addition to a minimum of 2:1 degree (AGR Graduate Recruitment Survey, 2007), graduate applicants must also be able to provide clear evidence of a range of key transferrable skills eg teamwork, presentation skills. Employers seek candidates who 'stand out from the crowd' through their ability to demonstrate clearly these key skills and competencies.

Engagement and Participation: Students require a variety of experiences in order to become holistically prepared for the workplace and to develop the desirable attributes of a 21st century graduate, echoing the current QAA Enhancement Theme. Students would be incentivised to engage and participate with a wider range of activities to enhance their employability through the proposed Dundee Graduate Skills Award.

Aims of the Award Scheme

The award scheme's aims are:

- to enhance all students' employability related skills by encouraging students to recognise what these skills are and then to get them to reflect on the level to which they already possess them and then to develop these skills and promote a greater self-awareness
- to provide a method to acknowledge and record the experience and skills gained by undertaking a defined range of extra-curricular and a set of curricular activities.

Arrangements for Granting the Award

Students can enter the award scheme at any stage of their university career but they will be encouraged to do so from their year of entry to the University.

To ensure that they understand the award process, students will be required to participate in a mandatory Dundee Graduate Skills award induction session, after formal registration with the Careers Service, of their interest in gaining the award.

To gain an award, **undergraduate** students will need to accumulate a minimum of 100 points through participation in a defined range of activities. Those who exceed the minimum 100 points (and gain e.g. 150 or 200 points) could be awarded a "Gold" or "Excellence" award.

The achievement of the 100 points will be evaluated through the use of two *My PDP* related online templates.

- 1 The first template, the Dundee Development Skills Checklist, is based on a skill set developed for the Skills Audit Toolkit to audit degree programmes:
 - to audit their current skill levels in defined areas
 - to plan how they will develop these skills
 - to record the level of skill they have achieved when they apply for the award
- 2 The second template allows students to present a mapping of the points they believe they have accumulated from the first template, onto the defined series of activities linked to the award. Initially, student peer assessors will verify the points allocated, on an anonymous basis, at one of a number of peer assessment sessions which will be organised and led by the Careers Service. The students will receive training from Careers Service staff on the assessment process. As these students will have participated in the DGS award they can be expected to have acquired a sound knowledge of the scheme. It is expected that the first assessment session will take place in academic session 2010/11 following the launch of the scheme in academic session 2009/10.

The templates marked by the student peer assessors will then be submitted for final verification to the Dundee Graduate Skills Award Committee, an annual meeting which will be arranged immediately following the Easter break. The Committee will comprise:

- Vice Principal (Educational Development) [Convener]
- Academic Secretary
- Director of the Careers Service
- Representatives from two graduate employers
- An academic representative from each College nominated by the College Vice Principal
- DUSA President

It is anticipated that this Committee would be serviced by Employability Development Coordinator for which funding is being sought from 1 August 2009. The coordinator would also have responsibility for managing all other aspects of the Dundee Graduate Skills Award including the induction of new students to the award scheme.

The level to which the student has developed in a particular skill area will be measured by the number of points that are gained. Justification is required for all of the points claimed but the final validation of the points claimed rests with the verifying assessor. The award may be made at a level of 'excellence' for outstanding performance.

For **postgraduate** students, the award could be set on a Bronze, Silver and Gold standard, with Bronze at 50 or 75 points being open to Taught Postgraduate and Research students who will have less time available to achieve the award. This may encourage inclusion and participation from these cohorts.

Compulsory Workshops

- Dundee Graduate Skills Award Induction Workshop (10 points)
- Dundee Graduates Skills Award Peer Assessment Workshop (10 Points)

Additional Workshops

To ensure that students enhance their skills and personal development in more than one area, students would gain additional points towards the award by gaining points from a minimum of 3 of the following areas:

- Curricular (5-30)
- Volunteering (10-30)
- Training (5-30)
- Work Experience (10-30)
- Other Activities (0-30)

*Mr G Nicholson
Director Careers Service
9 May 2009*

List of activities (this list is a guide and should not to be regarded as exhaustive. The points shown are suggested values at this stage)

Activity	Points
Compulsory Workshops	20
Dundee Award Induction Workshop	10
Dundee Award Peer Assessment Workshop (at the end of the process prior to submission of the second completed template for an award)	10
Curricular	5 – 30
Internship Module	
Careers Planning Module	
SPELS modules	
Other transferable skills gained from curricular elements (including work placements/internships that are accredited as part of an academic degree) – justification of points applied for will be required	
Volunteering	10- 30
<i>Internal</i> (Minimum 20 hours, not including training time which will be counted separately)	
Peer Connections volunteer	
Student Support Assistant	
Peer Mediation volunteer (within Peer Connections)	
School Tutoring Programme	
Sports Club Committee Member	
Student Society Committee Member	
Student Society events helper	
Accountancy Mentoring	
Volunteering with the Academic Achievement Teaching Unit	
Careers Rep Volunteering	
Student Representation including School Presidents and Class representatives	
Access and Participation Volunteering	
DUSA HELP Service volunteer	
DUSA Campaigns team volunteer	
Hall (Residence) Committee member	
<i>External</i>	
Voluntary work off campus	
Training	5-30
ASIST training (2 days)	
TOPS workshop	
PC training	
Careers Workshops	
Enterprise Gym training workouts	
Enterprise Gym Super coach session	
Enterprise Gym Half times	
Life Skills Workshops (<i>coming soon from Student (Experience) /Services</i>)	
SPARQS training for student reps	
First Aid	
Mental Health First Aid	
Work Experience	5 - 30
Engagement with the Placement Basement	
Work within DUSA	

Lab work within University of Dundee	
Other paid work	
Other Activities	5- 30
Enterprise Gym Project	
Sports Club Member	
Student Society Member	
Language Courses	
Musical activities	

DUNDEE GRADUATE SKILLS AWARD
DRAFT OF THE *My PDP* TEMPLATE

To obtain the Award you will have to demonstrate that you have planned and pursued an active programme of personal development. This checklist will help you to identify your current skills level compared to your starting skills level and how you have improved your skills.

Rate your skill level 1-10 (1 very poor - 10 excellent).

To calculate your gain in skill level (if any): End skill level – Start skill level. For a gain of 2-4 you can claim 5 points, for a gain of 5-10 you can claim 10 points.

A *My PDP* template will be prepared based on the Dundee Development Skills Checklist.

APPENDIX 5

COMMUNICATIONS FROM THE SENATUS ACADEMICUS
(Minute 79)

1. UNIVERSITY COURT

The Senatus received a communication from the meeting of the University Court held on 27 April 2009.

- The Senatus decided:**
- (i) to note the Court's position on decanal appointments set out in paragraph 1;
 - (ii) on paragraph 9, to approve the Secretary's proposal to undertake a review of the effectiveness of Senate and, for members who might wish to take part, to note the invitation to express their interest to the Secretary;
 - (iii) for the rest, to note the report.

2. PRINCIPAL'S REPORT

The Principal drew attention, in particular, to the recipients of University teaching prizes, emphasising the importance of learning and teaching activities being fully recognized; to the impressive performance of staff in winning major research grants: some £20M since the last Senate meeting; and the marked success of the Sports Union in winning British Universities and Colleges Sport (BUCS) trophies this year. On the degree shows, he reported that over 7000 people had attended on the Friday opening night which indicated the importance of the University's achievements as a local and regional cultural centre. Members of Senate were also encouraged to attend the graduation ceremonies due to be held at the end of the month and the reception to be held on 22 June to announce the winner of the 'Picturing Dundee' photographic competition.

The Senatus decided: to note the report.

3. COLLEGE BOARD OF ARTS & SOCIAL SCIENCES

On paragraph 11(5)(2), the College Vice-Principal reported that there was evidence of significant demand for an additional graduation ceremony to be held in the Autumn primarily for taught postgraduate students as well as some research students and undergraduates qualifying following the resit diet. It was reported that a similar proposal had been considered some two years ago by the SMT but had not been implemented for resource reasons.

- The Senatus decided:**
- (i) on paragraph 11(5)(2) to approve the recommendation in principle but to ask the SMT to re-assess the resource implications and any associated issues surrounding practicalities and logistics;
 - (ii) for the rest, to approve the report.

4. LEARNING AND TEACHING COMMITTEE

The Senatus received the Minutes of a meeting of the Committee held on 18 May 2009.

The Convener drew Senate's attention to the proposal in paragraph 3 to amend Ordinance 56 to allow greater flexibility in student representation on College Boards. It was also noted that the Employability Strategy and the Dundee Graduate Skills award would be launched on 15 June.

The Senatus decided: to approve the report.

5. **PROFESSORES EMERITI**

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

Professor M Davis
Professor M J Pippard
Professor N Wade

6. **PROPOSED NAMING OF LECTURE THEATRE IN THE DALHOUSIE BUILDING – CLEMENT FREUD LECTURE THEATRE**

The Senatus decided: to endorse to the Court the proposal that Lecture Theatre 3 in the Dalhousie Building be named after Sir Clement Freud.

For Information

7. **STUDENT EXPULSION – ORDINANCE 40**

The Senatus noted: that a student had been expelled under Ordinance 40, paragraph 3(3).

APPENDIX 6

AUDIT COMMITTEE (Minute 80)

A meeting of the Committee was held on 27 May 2009.

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

In Attendance: Mr BWM Johnston, Professor JJF Belch (for Item 4), University Secretary, Director and Deputy Director of Finance, Mr D Barnes and Mr G Devlin (Grant Thornton), Mr A Gray and Mrs E Harper (PricewaterhouseCoopers), and Clerk to Court.

1. MINUTES

Resolved: to approve the minutes of the meeting on 10 March 2009.

2. INTERNAL AUDIT

(1) Transparent Approach to Costing (TrAC) Return 2007/8

Mr Gray presented a report which examined whether appropriate national guidance had been followed in the preparation of the 2007/8 TrAC return. The key issues identified were: the implementation of a secure software option in the collection and analysis of data to replace the spreadsheets currently used, the need to provide adequate documentation of internal processes for the return, and the need to conduct an evaluation of the effectiveness of the methodology for collecting information from staff using the Time Allocation Survey (TAS). The Deputy Director of Finance reported that implementation of new software was underway, following which documentation on processes would be compiled.

Agreement had been reached that the TrAC Steering Group, originally convened by Professor Boxer, who had now left the University, would in future be convened by Professor Anne Anderson, Vice-Principal of the College of Art, Sciences & Engineering. The issue of the completion and quality of TAS forms would be considered at the next meeting of the steering group on 28 May 2009.

(2) Pension Scheme

The Committee received a report on the administration of the University of Dundee Superannuation Scheme. The report identified a number of risks, two of which it classed as high risks, these being the adequacy of the information contained in the Internal Controls Register provided to Trustees and the fact that a reconciliation of the scheme's control accounts was not carried out on a regular (ie monthly) basis. The Director of Finance accepted the findings of the review, and added that he had asked for the report to be conducted in order to be clear about areas for improvements as well as the degree of compliance with best practice. The Committee was reassured by the measures being put in place to address the risk areas identified.

Resolved: to ask that the Trustees of the scheme be provided with a copy of the report.

(3) Non-pay Expenditure (including staff expenses)

The Committee received a report from the internal auditors on the process for dealing with non-pay expenditure. The report identified four areas for improvement, none of which were regarded as high risk. The areas in question were: the inconsistency of procurement processes amongst non-users of PECOS (the University's eProcurement System), although testing had demonstrated correct procedures were being followed, lack of a database of approved suppliers for non-PECOS users, appropriateness of delegation of approval authority by PECOS users, the large number of PECOS users in the College of Life Sciences and that expense claims were being made for equipment purchases which should be purchased through procurement. Officers

agreed with the recommendations and the Committee was satisfied with the management responses to address these issues.

The Director of Finance explained that PECOS was continuing to be rolled out to other areas of the University. As a result, the level of compliance with procurement policies had improved. It was also noted that once PECOS had been fully implemented it would be subject to further audit with the aim of continuing to improve its effectiveness.

(4) Dundee University Students' Association (DUSA)

The Committee received a report covering the operations of DUSA. The report had found a number of areas of good practice. Given the challenging climate in which the association operated, it was suggested that some scenario planning on future financial arrangements would be beneficial, and officers agreed to raise the issue of medium term planning with the DUSA management team.

Resolved: to congratulate DUSA on the positive outcomes of the report.

(5) Progress Report 2008/9

The Committee received a report from the internal auditors, outlining the progress to date on the audit work planned for 2008/9. It was proposed to defer work on Information Governance and Business Planning to 2009/10.

Resolved: to approve deferral to 2009/10 of work on Information Governance and Business Planning.

(6) Internal Audit Plan – for the period to 31 July 2010

The internal auditors provided the Committee with a draft outline of planned work for the financial year ending 31 July 2010. The Committee suggested that work on capital project management might be timely, and the Director of Finance agreed to consider how this might be most appropriately achieved. The Committee discussed the current approach of the internal auditors and asked them to provide a paper outlining how the University could detect and prevent minor fraud since focussed departmental audits were no longer being carried out. Another suggested area for investigation was the satisfactory completion of external contracts, in particular an assessment of whether promised products of research contracts were actually being delivered in accordance with the contractual arrangements. Finally, the Committee discussed the potential risks emanating from plagiarism and academic misconduct. It was pointed out that these issues were governed by academic quality audit procedures controlled by the Senate. Even so, the Committee felt it would be appropriate to receive a paper outlining the mechanisms and internal controls associated with this area.

Resolved:

- (i) to ask officers to discuss the suggestions for inclusion in the plan with the auditors;
- (ii) to ask the internal auditors to provide a paper outlining how the University should tackle minor fraud; and
- (iii) to ask that officers prepare a paper on internal control mechanisms against academic fraud.

3. **EXTERNAL AUDIT**

Outline Audit Strategy 2008/9

The Committee received an outline strategy from its external auditors for the year ending 31 July 2009. Mr Barnes summarised the contents pointing out the particular issues that would be focussed on as part of the audit: budgetary control and financial management, Dundee University Press, the voluntary severance scheme and the issues of student debtors.

Resolved: to approve the outline strategy.

4. **MEDICINES & HEALTHCARE PRODUCTS REGULATORY AGENCY (MHRA)
INSPECTION: UPDATE**

The Committee received an update from Professor Belch on the preparations for the upcoming inspection by the MHRA of Clinical Trials of Investigational Medicinal Products (CTIMPs), which the University had now been informed would take place in the week beginning 4 August 2009. Professor Belch explained the responsibilities of trial sponsors and set out the work being done to ensure that the University was in the best position possible for the inspection. This work comprised the introduction of robust governance systems, including the establishment of new committees, the production, approval and implementation of standard operating procedures and ensuring proper training of relevant members of staff involved in clinical trials. The Committee learnt that inappropriate procedures relating to trials which had now closed could obviously not be rectified retrospectively, and so the focus of the clinical trials unit, set up to manage the University's clinical trials, was on ensuring that new and existing trials were running in accordance with appropriate legislation. The Committee noted that the University's trials could be closed down by the MHRA if the inspectors were not satisfied with the way the University was conducting or had conducted its trials, and noted that Professor Belch's team continued to work to ensure the University was as well placed as it could be in preparation for the inspection.

Resolved: in view of the potential consequences, to request that Professor Belch's report be presented to the next meeting of Court, so that all Court members could be made aware of the importance of the inspection.

5. **RISK MANAGEMENT MONITORING GROUP**

The Committee received a report of the group's meeting on 13 May 2009. The Committee noted that enhancements were being made to the University's security arrangements, and also that in light of the recent outbreak of swine flu, the University had convened a group to examine its business continuity arrangements in the event of significant staff absence.

Resolved: to note the report.

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

The Committee received a report of the sub-committee's meeting on 11 May 2009. The Committee noted that the Human Resources Committee had instituted an annual meeting with the University's Safety Officer, in order to review thoroughly the University's health and safety procedures.

Resolved: to note the report.

7. **LEGAL/REGULATORY COMPLIANCE MATTERS**

The Secretary had no matters to report. He suggested however that the University's Legal Counsellor, Mrs Fiona O'Donnell, should be invited to provide the Committee with periodic reports on such matters.

Resolved: to ask Mrs O'Donnell to provide the Committee with a report on legal matters for each meeting.

8. **BRUCE JOHNSTON**

The Committee expressed its sadness at the departure of Mr Johnston as Court member, Convener of the Finance & Policy Committee, and therefore also as regular attendee at the Audit Committee, as well as its thanks for his wise contributions. He would be sorely missed.

APPENDIX 7**HUMAN RESOURCES COMMITTEE
(Minute 81)**

A meeting of the Committee was held on 25 May 2009.

Present: Dr J Lowe (Convener), Professor J Calderhead, Mr D Cathcart, Dr H Marriage, Dr AM Roger.

In Attendance: University Secretary, Director of Finance, Director of Human Resources, Deputy Director of Human Resources, Head of Safety Services (for Item 7), Legal Counsellor (for Item 4).

1. **MINUTES**

Resolved: to approve the minutes of the meeting on 3 February 2009.

2. **MATTERS ARISING**

(1) Performance Management (Minute 2(1))

The Director of Human Resources reported that the performance management procedure which had been implemented for professorial and equivalent staff last year would be reviewed as agreed with DUCU and any changes/improvements implemented in advance of the next round which would commence in September. A questionnaire had been developed for this purpose and would be sent out shortly. Once the review was completed, discussion would take place with the 3 unions regarding rolling out the procedure to all other staff. It was recognised that Performance Management was a key Performance Indicator for the University and the Committee supported the roll out of the procedure to the other staff groups.

(2) Restructuring of the College of Medicine, Dentistry and Nursing (Minute 2(2))

The Director of Human Resources provided the Committee with figures relating to the savings that had accrued as a result of the Medical School support staff re-structuring. The final analysis was that a saving of 5.09 FTEs, at various grades had been made which had generated recurrent savings of £200K per annum.

(3) ACAS Arbitration (Minute 4(1))

The Committee noted that an ACAS arbitrator would be visiting the University on 17 June 2009 to hear the cases presented by the University and DUCU relating to staff who had been green-circled through the HERA evaluation process. The arbitrator would make a decision as to when the first increment should be paid to this group of staff and this decision would be binding to both parties.

(4) Tribal Benchmarking Report (Minute 4(3))

The Director of Finance explained that benchmarking had been one of the recommendations for Support Services outlined in the Strategic Framework, in addition to Service level descriptors and staff surveys and was intended to provide a point of reference for the on-going development of Support Services. It was confirmed that Tribal had benchmarked the University of Dundee against 6 other universities of similar profile. The benchmarking exercise had revealed that in many of the areas considered, Dundee was at the lower end in terms of level of resourcing for support services.

The University Secretary commented that the benchmarking exercise had been very useful. It was agreed that quality of service, in addition to cost, must also be considered when looking at structures and configurations within Support Services.

(5) Performance Indicators (Minute 4(3))

The Committee received the final report, approved by Court, on Performance Indicators (relating to aims 6 & 7 of the Strategic Framework).

(6) HERA Appeals (Minute 4(2))

The Deputy Director of Human Resources reported that the formal appeal process was about to commence and that the Appeals Panels would be meeting on a weekly basis. The first Panel had been arranged for the end of the week. 157 cases had now been dealt with under the informal review process and 35 of these had gone forward to formal appeal. There were still 58 cases at the informal stage and an update would be provided on these and the formal appeals heard in due course.

3. **VOLUNTARY SEVERANCE SCHEME**

It was noted that the Voluntary Severance Scheme closed on 30 April 2009 and that there had been a number of applications submitted in advance of this deadline. 38 applications were currently being processed and there would be a report to Court on the final position.

4. **EARLY DISPUTE RESOLUTION**

The Committee welcomed Fiona O'Donnell, the University's Legal Counsellor and Convener of the Early Dispute Resolution (edr) Group. Ms O'Donnell explained the background to the introduction of edr to the University and highlighted the work that was taking place to promote this initiative. She explained that central to the edr initiative was a Strategy Group and a Practitioners Group (which included 9 trained mediators). The Strategy Group was responsible for consulting, forming recommendations and developing best practice for the introduction of edr methods, assistance and training; developing a core mediation service of trained and accredited mediators and also investigating the scope for collaboration with others particularly in the HE Sector in Scotland.

It was explained that an awareness strategy had been developed and included the distribution of posters, leaflets and wallet cards, posting information on the website and also providing a training DVD. A staff awareness session was due to be held on 16 June 2009 and funding had been secured for a national HE/FE conference to be held in Dundee and hosted by the University in November 2009.

Ms O'Donnell confirmed that since the launch in October 2008, 5 mediations had been carried out. All the parties involved had reported that the process had been effective and a positive experience with resolution being reached in all cases. It was hoped that with effective communication about the edr process there would be a greater chance for early intervention in the future, rather than starting with both parties in entrenched positions, as had been the case to date, with many cases.

The Committee was interested to note that there was a proposal to offer edr as a module to students, identifying this as a key skill in the work place.

Ms O'Donnell was congratulated by the Committee for her work in leading the edr initiative and for developing the edr model to such a high standard that it was recognised both within and outwith the sector for students and staff.

5. **HUMAN RESOURCES**(1) National Pay Negotiations

The Committee was pleased to note that the proposed ballot by UCU had been suspended and that the pay negotiations were proceeding in line with the agreed timescale. The Director of Human Resources confirmed that the original offer of 0.3% made by UCEA and rejected by the unions, had been raised to 0.4%. Although the Committee was advised that this had been rejected it was hoped that an agreed position could be reached which was affordable and did not add to the financial pressures which Universities were facing.

Resolved: to note the position

(2) Pensions

The Director of Finance provided an update on the two main pension schemes for the University, the USS scheme and the University of Dundee scheme both of which were currently finalising an actuarial review. The USS scheme, which was cross sector, would be increasing contributions for the employer from 14% to 16%. It was noted that a USS review group had been set up to review the scheme rules. One Committee member who is on the review group was able to report that a number of items are under discussion included flexibility around retirement ages and changes to the level of employees' contributions. The Committee agreed that the University needed to know its financial obligations for the future and that it was important that whatever was decided was affordable. The Director of Finance confirmed that the trustees of University of Dundee scheme are facing similar issues and are currently reviewing the scheme rules and assumptions as part of the actuarial review process.

Resolved: to note the position

(3) Model Statute

The University Secretary confirmed that the national negotiations relating to the development of a model statute had broken down. It was now for individual institutions to consider how they wanted to take this forward and if appropriate, submit to the Privy Council on an individual basis, a revised statute. It was recognised that the statute covered such issues as grievance, redundancy, ill-health and dismissal and that in its current format it was not compliant with current employment legislation. It was acknowledged that the University did wish to modernise the statute but without compromising the rights of particular individuals in relation to academic freedom. It was noted that four or five institutions had already taken this issue forward to the Privy Council and repealed the statute.

Resolved: that the University Secretary and the Director of Human Resources to consider how best to take this forward and to report back to the Committee on proposals and timeframe.

6. EQUALITY AND DIVERSITY

- (1) The Committee was pleased to note that the launch of the Equality and Diversity online training had been very successful and initial uptake had been good. The Equality and Diversity Officer had received a lot of very positive feedback which had been very encouraging. It was agreed that for the next meeting, the Committee should be provided with information relating to numbers of staff who had completed the modules and in what areas as the Committee was keen to continue to promote to staff the importance of this training.

Resolved: to request that figures relating to the overall uptake of the training modules be provided to the next meeting of the Committee.

- (2) The Committee received a report from the Equality and Diversity Officer which included statistics on the number of Dignity at Work and Study complaints for the period January 2008 – December 2008. The Committee was pleased to note that for this period there had only been 2 formal complaints. A query was raised relating to formal complaints in previous years that had been listed as 'outcome unknown/pending' and it was recommended that for future reports it might be appropriate to add another category to the list indicating if the case was 'no longer active'.

Resolved: to request that additional information is included on the Dignity at Work and Study reports to provide greater clarity.

7. PERSONAL AND PROFESSIONAL DEVELOPMENT

- (1) The Director of Human Resources highlighted recent changes within the HR

Directorate specifically Generic Skills becoming part of the HR Directorate and Academic Development moving to become part of the Library and Learning Centre. The Director of Human Resources confirmed that she was still meeting with the Director of Academic Development on a regular basis as there would still be areas of work which would be HR related. It was confirmed that the Committee would continue to receive reports from the Director of Academic Development when appropriate.

- (2) The Committee received a report from the Director of Management and Personal Development and was pleased to note that, activities relating to strategic staff development had been specifically highlighted in the report. The Committee agreed that effective performance management should lead to the identification of key staff development issues and would help to focus on strategic priorities.

There was some discussion around mandatory training and a proposal that this may have to be considered for key management roles. It was recognised that in many academic roles, there may not have been the opportunity to build up core skills required for the role and it was therefore important to consider what systems could be put in place or enhanced to allow staff to acquire the appropriate skill set.

It was recognised that for some roles there was already a requirement for mandatory training in respect of the LTA module for probationary lecturers.

The Committee were reminded that succession planning was a KPI for HR and it was confirmed that the University Secretary and the Director of HR were going to be considering this issue and taking this forward.

The Committee recognised that the Director of Personal and Professional Development did achieve a great deal with very little resource and that a significant amount of work had been undertaken by the Director to enhance and expand the skills of staff.

The Committee looked forward to welcoming the Director of PPD to the next meeting and having the opportunity to discuss further plans and priorities for staff development for the future and the development of a toolkit for staff in key roles.

Resolved: to thank the Director of Personal and Professional Development for responding to the points made by the Committee at the last meeting.

- (3) A report from the Director of Academic Professional Development was received. The report highlighted that the APD programme continued to be responsive to the needs and priorities of academic staff, the institution and the sector with new development opportunities continually being offered. It was also recognised that work was on-going with Generic Skills Dundee in developing a programme of development materials for post graduate supervisors in response to the Concordat.

The Committee was pleased to note the results of the Teaching Awards and the fact that many of the nominations had been made by students was considered very positive.

- (4) A report from the Director of Generic Skills Dundee was received. It was noted that full reports would be finalised once the programme had been completed and submitted to the next meeting of the Committee.

It was recognised that work was on-going trying to improve engagement with the Early Career Researchers Programme and the Committee was pleased to note that the Director had taken on board previous comments about PhD supervisors.

7. HEALTH & SAFETY

Mr Ian Scragg, Head of Safety Services was welcomed by the Committee and it was noted that he would speak to items 7(2) and 7(3) on the agenda.

(1) Swine Flu

The Director of Human Resources updated the Committee on action taken to date by the University Working Group in respect of Swine Flu. The Working Group had been meeting initially on a weekly basis to ensure that appropriate procedures were in place in the event of an outbreak of Swine Flu and to consider what action would be taken, and by whom, when dealing with a range of possible scenarios affecting both staff and students. The Working Group would continue to meet and would review procedures as appropriate. It was confirmed that on an individual level advice as provided by the NHS should be followed if symptoms of swine flu were being experienced i.e. contacting NHS 24, staying at home etc.

(2) The Head of Safety Services provided a summary to the Committee of some of the Health and Safety issues over the last six years. It was highlighted that the system for managing health and safety at the University was devolved to the Schools with specialist input provided by Safety Services. Monitoring of the system was reactive through accident and incident reporting and proactive through annual returns, surveys and inspections. It was noted that in general the number of accidents and incidents were in line with the sector average although the number of HSE reportable occupational diseases were higher, possibly because of better reporting mechanisms. Although the number of 'near misses' reported were extremely low, at the University, the Head of Safety Services cautioned about being complacent and highlighted the potential for a fatal accident by giving examples of some near misses that had been reported over the last few years.

Seven years ago the University's Health and Safety management system was reviewed by an external consultant, Mr John Davies, MBE. It was felt timely for Mr Davies to return to the University to conduct a further review, based on his previous recommendations and to review current practice. A report had been received and had been circulated to the Committee. One of the key recommendations from the consultant was to continue to promote internal compliance. This would be progressed by random sampling of risk assessments within Schools and making use of the new Health and Safety Committee structures, as outlined in the revised Health and Safety Policy, to monitor and ensure implementation. The Committee welcomed the report and emphasised its support for the main recommendations.

The Head of Safety Services reported that a new Healthy Working Lives Working Group had been established to promote staff well-being and that it had been agreed that the University would aim to achieve the Healthy Working Lives Award.

The Committee considered the statistics provided on accidents, fires and sickness absence and it was explained that the discrepancies in numbers in table 3 were due to figures being sourced from two different reporting systems namely COGNOS and OH statistics. It was also clarified that Mental Wellbeing was asterixed in table 3 to denote that the patient self-reported to their GP or OH that their illness related to mental well-being rather than being diagnosed as such. It was acknowledged that the OH nurses were very experienced and in most cases were able to establish whether these cases were work-related or not however irrespective of this the main focus would be to get the member of staff back to work. It was agreed that the best approach was to be proactive in preventative action and the importance of training managers was central to this.

It was recognised that mental health was the biggest cause of absence for most employers and this covered a range of manifestations from stress to anxiety and bereavement. It was noted that the University still had a Counselling Service which was an important resource and the new Health Working Lives Group was looking to rationalise all the various other types of help available through other support systems currently operating in the University. There was some discussion about establishing the campus as a non-smoking area however, it was agreed that this would be difficult to enforce. It was confirmed that there was a strictly no smoking policy in buildings and at entrances to buildings however Estates were currently undertaking a pilot at the Dalhousie Building enforcing a 5 metres no smoking zone around the building.

It was noted that the updated Health and Safety Policy was still to be considered by the Health and Safety Committee. The revised policy made major changes to the Health and Safety structures in the Colleges which would be instrumental in monitoring the implementation of policies in conjunction with Safety Services.

The Head of Safety Services responded to the Committee's request for further information on two malicious fires reported last year and was re-assured that appropriate disciplinary action had been taken in these cases. There was also some discussion about a personal injury claim that was on-going. The Committee was satisfied that the University had acted reasonably taking into account the particular health and safety issues, the risk assessments undertaken and the circumstances relating to the individual.

The Director of Human Resources confirmed that recent cases had demonstrated that there was a need to establish a clear procedure for handling insurance claims as there was now a tendency for insurers investigating claims to approach the Head of Safety Services directly irrespective of the claim. It was proposed that any claims should be directed to a central point in the first instance and decisions could then be made as to who would deal with the claim. The Director of Human Resources was to discuss this further with the University Secretary.

- (3) The minutes from the Health and Safety Sub-Committee were received.

Resolved:

- (i) to note a very positive report and a very comprehensive review of Health and Safety provision and to congratulate the Head of Safety Services for his work in this area.
- (ii) to note the new committee structures outlined in the revised Health and Safety policy and to recommend the approval of the policy to Court.

8. LOCAL JOINT COMMITTEES

- (i) University/UNITE Local Joint Committee
Minutes of the meetings held on the 15 January 2009 and 12 May 2009 were received.
- (ii) University/UNISON Local Joint Committee
Minutes of the meetings held on the 15 January 2009 and 12 May 2009 were received.
- (iii) University/DUCU Local Joint Committee
Draft minutes of the meetings held on 19 January 2009 and 8 May 2009 were received. The Committee noted that these had still to be agreed.