

## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 16<sup>th</sup> day of OCTOBER 2015 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Professor Louise Richardson, *Principal*; Professor Garry Taylor, *Deputy Principal & Master of the United College*; Mr Patrick Mathewson, *President, Students' Association*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Sir John Elvidge, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Pople, Dame Anne Pringle and Professor Sir David Wallace, *Non-Executive Members*.

**In attendance:** Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Dr Anne Mullen, *Vice-Principal (International)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research)*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*.

**Apologies:** Dr Philip Roscoe, *Senate Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Mr Ken Dalton and Mr Mervyn Jones, *Non-Executive Members*.

### I. OPENING BUSINESS

#### 1. WELCOME

The Rector welcomed Mr Joseph Tantillo, Director of Representation from the Students' Association, to his first formal meeting as a Court member.

#### 2. MEETING MINUTES

##### **Minute of the Court Meeting held on 19 June 2015**

The minute (on file) was agreed as a correct record.

#### 3. COURT MEMBERSHIP, 2015-16

Members noted the Court membership list (on file, Court 15/01) for the forthcoming academic year. Dr Hooley highlighted the issue of limited University staff representation on the present membership of Court committees. It was confirmed that a new staff representative on Governance & Nominations Committee (to fill the current vacancy caused by Dr Bildhauer's recent retirement as Senate Assessor) would be decided when that committee meets in November.

#### **4. REPORT FROM THE PRINCIPAL**

The Principal gave a verbal update to her advance written report of recent University events and activities (on file, Court 15/02). This year's league table performance had been very strong, with St Andrews ranked third in the UK overall, behind Oxbridge, in the just published *Times Higher Education's* 'Table of Tables', which consolidates the results of the three main UK rankings. The Byre Theatre has lately been awarded a four-star rating by VisitScotland. The restaurant performed less well but improvements are underway.

Discussing the likelihood of increased funding constraints on the UK Higher Education sector after the announcement of the Chancellor's autumn spending review and imminent publication of the UK Government's Green Paper on tertiary education, Court noted the potential for significant change within the sector, including possible pressure for closer institutional partnerships or mergers. Members commended the robust response of students and alumni to the HE Governance (Scotland) Bill currently progressing through the committee-stage of the Scottish Parliament, with both groups expressing their strong support for the current system of University governance and highlighting significant concerns about the potential loss of individual institutional autonomy under the Bill's one-size-fits-all legislative measures. A letter from Professor Naismith neatly summarising such concerns has recently been published in the *Times Higher Education Supplement*.

On the recommendation of the Principal, Court formally awarded Wardlaw professor status to Professor Stephen Reicher, School of Psychology & Neuroscience, who has recently achieved the distinction of being elected a Fellow of the British Academy.

## **II TRANSITION**

### **1. RECRUITMENT OF THE PRINCIPAL**

#### **i) Report from the Selection Committee**

Professor Sir David Wallace, chair of the Selection Committee, provided a verbal update to the advance written summary (on file, Court 15/03), reporting that Committee members were working effectively and fully conscious of the ambitious timetable that has been set for the appointment process to conclude. It was reported that there has been a good response to the initial job advert and a number of enquiries already made to the executive search agency. Members discussed the pros and cons of a two-stage interview / assessment process, following initial shortlisting, their comments on which would be fed back by Professor Wallace to the full Selection Committee.

#### **ii) Transition Arrangements**

The Principal reported that she was currently putting into effect a transition plan, to ensure the timely handover of her present responsibilities to the rest of the Principal's Office team before her departure at the end of the year. The

Senior Governor would be meeting with the Deputy Principal and Quaestor during December to review governance protocols. Both the Principal and Vice-Principal (International) would shortly be travelling to North America and Asia on Development matters, to meet donors, to consolidate existing donor relationships and to launch the Hong Kong Foundation.

## **2. COURT APPOINTMENTS: MINUTE OF GOVERNANCE & NOMINATIONS COMMITTEE HELD ON 13 OCTOBER 2015**

Court considered the minute and supporting paper (on file, Court 15/04) of the extraordinary meeting of the Governance & Nominations Committee held to consider the outcome of the recent Non-Executive recruitment process. Court commended the high calibre of applications, which were particularly strong from the alumni network, and approved the recommended membership appointments, namely: Mr Timothy Allan (for an initial four-year term as Non-Executive Member, from November 2015); Mrs Pamela Chesters (for an initial four-year term as Non-Executive Member, from August 2016); and Mr Adrian Greer, as Chancellor's Assessor (for the standard four-year term, subject to the approval of the Chancellor, from August 2016). To augment their induction, it was agreed that Mrs Chesters and Mr Greer would be invited to attend Court in the capacity of observers from January 2016.

### **III. PARC BUSINESS**

#### **1. Minute of the Meeting held on 21 September 2015**

Members noted the minute of the meeting (on file, Court 15/05). The Quaestor & Factor provided a verbal update on the ongoing difficulties in engaging with the MoD regarding the issue of radar mitigation for the Kenly wind farm project.

#### **2. National Student Survey 2014-15 Results**

Court discussed the results of the National Student Survey (briefing on file, Court 15/06), noting that overall satisfaction rate of students with their course (of students graduating in summer 2015) had unsatisfactorily dropped from last year's high of 93% to 89%. The Vice-Principal (Proctor) summarised the action plan that has been agreed to address specific areas for attention and to improve the University's performance in the next annual survey. Noting the inherent tension in academics' workload between research performance (under close and sustained scrutiny by REF) and teaching responsibilities (likely to be further assessed under the forthcoming Teaching Excellence Framework), Court agreed on the importance of a multi-faceted workload model in which excellence in both are assessed accordingly and probation and promotion criteria appropriately balanced over both areas. Noting the value of such feedback from a large proportion of the student body (the survey had a 70% response rate), Court agreed on the importance of addressing common, relatively minor, concerns and sharing best practice between individual schools, particularly on practical, routine matters such as clarity of marking criteria and timeliness of feedback provided on assessed work. The Proctor noted that the Deans would be following up these issues directly with individual

Heads of Schools. It was recommended that the Library engage with particular schools where feedback was low to ascertain whether apparent student dissatisfaction with 'library resources' could be addressed through the increased provision of books or instead related to the physical environment of the Library building.

### **3. Year-End Summary Financial Report**

The Finance Director summarised the year-end financial performance, noting that the summary report (on file, Court 15/07) had been updated since consideration at PARC to reflect a late accounting adjustment related to the release of funds from a research pooling initiative and to reflect two further, minor accruals. Issues discussed by members included the continuing improvement to the overall cash position, prior to long-term loan repayments beginning in May 2019; the considerable volatility in-year of pension liabilities; and the treatment of heritage assets according to the external auditors' advice.

### **4. Strategic Planning**

Members noted an update (on file, Court 15/08) of ongoing operational initiatives aimed at delivering the strategic priorities given in the institutional plan, each assigned to the responsible member of the Principal's Office. It was reported that delivery of the current priorities remained on track and work was ongoing to determine specific action points to be addressed in the timeframe of 2016, to be detailed in a future update to PARC and Court. Members agreed on the importance of communicating to Units and Schools positive progress in implementing the various initiatives in support of the overall strategy, given the wide consultation and cross-institutional feedback provided in the preparation of the plan.

### **5. Emerging University Investment Strategy**

The Quaestor & Factor introduced the briefing paper (on file, Court 15/09), which detailed the estate requirements needed to support the various individual initiatives of the institutional strategic plan. Members discussed the potentially minor gap in funding over 15 years highlighted in the paper and the means by how this may be addressed through other funding models, particularly in light of existing long-term capital borrowing commitments. Also discussed was the number of new residential bed-spaces created by a number of capital developments and refurbishments, and the need for strong academic business cases to be made prior to any Court request to finance supporting capital estate initiatives. Court members supported the emerging capital strategy, noting that further updates will be brought to future meetings.

### **6. Library Redevelopment**

The Vice-Principal (Research) outlined progress towards developing a solution for improving Library storage and accommodation (briefing paper on file, Court 15/10), following engagement with academics, professional staff and students over the summer. The present iteration of the plan would create an additional

350 reader spaces in the Main Library and provide enhanced storage and accommodation off-site at Guardbridge for other Library stock, including dedicated facilities for Special Collections and Muniments. Assuming design consultation progresses to the current timetable, the main building works would occur in the summer of 2016 and 2017, thereby limiting the need to provide temporary accommodation whilst the refurbishment is underway. Court commended the current plans, noting that a formal request for investment will follow via PARC at the end of the year.

## **7. Gatty Redevelopment**

Court noted a paper (on file, Court 15/11) outlining plans for the future redevelopment of the Gatty marine research facilities, supported by a strong academic case for expansion and improvement of the existing facilities, including the building of a new aquarium relating to the MASTS pooling initiative. A fully-costed business case is expected to be brought to PARC in December. Members agreed on the importance of early engagement with the planners and town heritage organisations, given the prominence of the site on the East Sands and the rare opportunity to create a building of considerable architectural merit, with improved access to the public and allowing enhanced visibility of research.

## **8. Sports Centre Redevelopment**

Court approved the investment necessary to begin Phase 2 of the capital redevelopment of the Sports Centre, extending the existing contract presently in place for Phase 1 (summary paper on file, Court 15/12). The President of the Students' Association communicated the Athletic Union President's ongoing thanks to Court for supporting the project.

Members joined with the Senior Governor in warmly commending St Andrews' recent performance at the varsity rugby match against the University of Edinburgh, where St Andrews 1<sup>st</sup> XV were victorious by a score line of 27-26, the day being a hugely successful example of student sporting excellence.

## **9. Potential Capital Purchase**

Members discussed a tabled paper (on file) for the proposed purchase of a centrally-situated capital asset. Ayton House, a privately-built student hall of residence situated on the site of the old Cottage Hospital on Abbey Walk, is currently up for sale by its present owners and it was proposed that the University enters into a new LLP (separate from the existing arrangement with CLV) to secure the asset. The addition to the residential portfolio would be 241 bed spaces, with leases of 51 weeks per annum (this being part of the planning condition for the site), thereby particularly suitable to be used as a hall for PGT students. If the purchase was successful, the University would seek to have the hall operational from the start of AY2016/17, with wardennial support and other usual services offered to students. At the estimated site value (c. £26m), the break-even point would be c.78% occupancy. Members agreed that, though an attractive proposition, it would be important for a top-level price to be firmly

identified to prevent the University becoming engaged in a bidding war with private letting companies. If successful, the acquisition would be structured in a similar way to the funding of the Fife Park redevelopment. Court agreed in principle to the continued exploration of the proposal, subject to ongoing consultation by the Quaestor with a PARC sub-group in the interval between Court meetings (the sub-group to consist of the Senior Governor, Professor Sir David Wallace and Dame Anne Pringle).

#### **IV. REGULAR BUSINESS**

##### **1. HEALTH & SAFETY UPDATE**

Court noted the routine update (on file, Court 15/13) of Health & Safety related performance and activity.

##### **2. AUDIT & RISK COMMITTEE**

###### **i) Minute of the Meeting held on 7 September 2015**

Members noted the minute of the Committee's meeting (on file, Court 15/14).

###### **ii) Academic Assurance Group Annual Report, 2014-15**

Court noted the annual report (on file, Court 15/15) of the Academic Assurance Group's discussions and activities.

###### **iii) Statement to SFC of Internal Subject Review**

Court approved the annual institutional statement of teaching quality and internal subject review (on file, Court 15/16), for onward submission to the Scottish Funding Council.

###### **iv) Minute of the Meeting held on 6 October 2015**

Members noted the minute of the Committee's meeting (on file, Court 15/17).

###### **v) Financial Statements, 2014-15**

On the Audit & Risk Committee's recommendation, Court approved the annual year-end financial accounts (on file, Court 15/18), commending the Finance Team for their timely and effectual completion of the annual financial closure process.

###### **vi) Audit & Risk Committee Annual Report, 2014-15**

Members noted the Committee's annual report of its activities (on file, Court 15/19).

### **3. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 30 September 2015 (on file, Court 15/20).

### **4. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 15/21) detailing recent staff trends reported by Human Resources and other Court-related matters. In doing so, Court gave final approval to Draft Resolution 2015 No.1 (Degree of Master of Biology) and Draft Resolution 2015 No.2 (Degree of Master of Marine Biology).

### **V. ANY OTHER COMPETENT BUSINESS**

Professor Naismith requested that Court receives a regular update on equality and diversity issues, particularly institutional progress towards gaining Athena SWAN recognition in STEM subjects. The Vice-Principal (Governance & Planning) agreed to take forward this request via the Remuneration & Human Resources Committee, under whose remit this matter falls.

### **VI. THANKS**

Members joined with the Rector in warmly thanking the Principal and Sir John Elvidge for their considerable service to Court, this being the last meeting of both members.

### **VII. DATE OF NEXT MEETING**

Friday 22 January 2016 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 22<sup>nd</sup> day of JANUARY 2016 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Professor Garry Taylor, *Acting Principal & Master of the United College*; Mr Patrick Mathewson, *President, Students' Association*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Kenneth Cochran, *General Council Assessor*; Dr Philip Roscoe, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Mr Timothy Allan, Mr Ken Dalton, Mr Mervyn Jones, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Popple, Dame Anne Pringle and Professor Sir David Wallace, *Non-Executive Members*.

**In attendance:** Professor Verity Brown, *Vice-Principal (Enterprise & Engagement)*; Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research)*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Adrian Greer and Mrs Pamela Chesters, *Court Members designate*; Professor Nigel Rapport, *Head of the School of Philosophical, Anthropological & Film Studies (for Item V only)*.

**Apologies:** Mr Nigel Christie, *General Council Assessor*; Professor Frances Andrews, *Senate Assessor*.

### I. OPENING BUSINESS

#### 1. WELCOME

The Rector welcomed Dr Philip Roscoe, Senate Assessor for the Arts & Divinity Readers & Lecturers constituency, and Mr Timothy Allan, Non-Executive Member, who were both attending their first meeting as new Court members.

A welcome was also extended to Mr Adrian Greer and Mrs Pamela Chesters, who were attending Court as part of their induction activities prior to beginning their formal terms of Court membership in August 2016, as Chancellor's Assessor and Non-Executive Member respectively.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 16 October 2015

The minute (on file) was agreed as a correct record.



## **ii) Court Away Day Report, 16 October 2015**

Members approved the report of business discussed at the October 2015 Court Away Day (on file, Court 15/22).

### **3. REPORT FROM THE ACTING PRINCIPAL**

The Acting Principal provided a verbal update to Court on events highlighted in his advance written report (on file, Court 15/23).

It was reported that cuts of 3.3% to the HE sector had recently been confirmed in the Scottish Government's draft budget announced in mid-December 2015. A further 'tax by contribution' on the specific finances presently committed to the SFC, combined with their budgetary overspend in 2015/16 and over-commitment for capital projects in this current year, would likely mean in real terms a 6.5% cut to central government funding for HE in 2016/17. Universities Scotland continued to lobby the Finance Secretary directly for clarity on the actual reduction in funding, but it remained likely that the SFC would target specifically funds for teaching in order to achieve the cuts. A new development was a potential 'compact' between the Scottish Government and HE institutions, which has prompted some significant concerns about the further eroding of institutional autonomy and a continuing drift towards increased governmental control. There appeared to be little support for this development across the HE sector.

In UK terms, the potential opportunities afforded by the £1.5bn Global Challenges Research Fund for science – funded from the budget on foreign aid to address challenges encountered by developing countries - was discussed, though it was noted that specific details on the fund's actual operation remained unknown at present.

Members discussed the recent amendments to the HE Governance (Scotland) Bill currently under consideration by the Scottish Parliament, welcoming the removal of the draft clauses surrounding the size of academic senates and those allowing further unrestricted ministerial control over the composition and membership of governing bodies. Significant concerns remained across the HE sector regarding the proposed procedures for the election of the Senior Governor as chair of the governing body, especially the potential for confusion with the election for the presiding role of Rector at the ancient universities, explicitly highlighted in the revised draft as being retained in those institutions where that role exists. It was noted with concern that the Bill's requirements may have the consequence of making Court less representative and may reduce the diversity of candidates for chair, contrary to the Bill's supposed aims. Specific issues also highlighted in the discussion included the Scottish Government's intention to remove the requirement within the revised Bill for alumni associations to be represented on governing bodies, which put at-risk the position of the General Council Assessors; the broader impact of the Bill on a range of current ordinances governing Court composition; and concerns about the ability of the Committee of Scottish Chairs to act as an effective lobbying body for the diverse views held by individual University Courts.

It was agreed that, at a future meeting, it would be advantageous for Court to receive a presentation from an academic in receipt of a large research award, for members to learn more about the challenges of securing and seeing to completion a significant external grant.

## **II. RECRUITMENT OF THE PRINCIPAL**

### **Selection Committee Progress**

Professor Sir David Wallace, chair of the Selection Committee, reported that the recruitment process for the new Principal was proceeding well, with shortlisting of candidates now underway. Committee members commended the administrative and organisational support given to them in the exercise of their duties, and noted the significant assistance provided by the external advisors Dame Sue Bruce and Professor Malcolm Grant.

It was agreed that if the timetable was met, it would be necessary to convene an Extraordinary Court Meeting before the next scheduled meeting of 15 April, with the date to be communicated to members in due course (subsequently confirmed as 3 March).

## **III. PARC BUSINESS**

### **1. Minute of the Meeting held on 15 December 2015**

Members noted the minute of the meeting (on file, Court 15/24). The Finance Director confirmed that discussions with the Students' Association continued regarding the merits of closer operation of retail activities. It was noted that a paper on the business plan for the Byre Theatre would be discussed at the next PARC meeting in March.

### **2. Strategic Plan Progress**

The Vice-Principal (Governance & Planning) provided a verbal update on progress in implementing actions related to the institutional strategic plan at the end of the calendar year (related paper on file, Court 15/25). It was reported that the review had provided an opportunity to re-calibrate a number of objectives and further clarify related milestones. The Vice-Principal (Proctor) outlined the activities being undertaken in support of E-Learning strategies, highlighting the expertise to be gained from current efforts to prepare packages of teaching material for planned courses in Management, Psychology and Mathematics & Statistics.

For future iterations of the report, it was agreed that areas that have fallen behind target should be highlighted.

### **3. Academic Fees, 2016-17**

Court noted the proposed non-regulated tuition fee levels for the forthcoming academic year (summary on file, Court 15/26). A 5% uplift has been applied to

Overseas UG and (some) PGT fees, with Home PGT fees set by bands according to comparative market rates. Overseas PGR fees would receive a 3% uplift, fixed for the duration of a student's programme. Court noted that increases sought to strike a balance between covering inflationary costs against a restrained funding environment overall within the sector.

Issues discussed by Court included the merits of a unified fee structure regardless of Faculty, noting that this supports and simplifies student choice to undertake modules outwith their initial degree intention and regardless of entry Faculty. The President of the Students' Association highlighted that a sustained annual uplift of 5% in Overseas UG fees would likely impact upon the composition of the student body, noting that care had to be taken to ensure that such fees remained affordable to a broad section of applicants (with scholarship support where necessary) and, to maintain numbers, competitively priced in comparison with US domestic institutions.

#### **4. SFC Outcome Agreement Update, 2016-17**

Members discussed the draft institutional Outcome Agreement with the SFC (on file, Court 15/27) for the next academic year. Noting that the extensive detail of the report made the document largely unsuitable for a public audience, an executive summary of key achievements had been prepared since the PARC meeting to enable the report to be digestible to a wider audience, which was greatly welcomed by Court members. The Vice-Principal (Governance & Planning) noted that the document had been updated from last year's version to align more closely with the structure and priorities in the strategic plan. A meeting with the SFC to discuss the draft Outcome Agreement was scheduled for February, but interim feedback received thus far suggested that SFC considered the University's targets on SIMD20/40 entrants to be unambitious. Members greatly regretted that significant institutional efforts to widen access through contextualised admissions was not fully appreciated, and that rates of student retention and graduate completion were overlooked by SFC as more meaningful indicators of measurement of success in widening access across the sector.

Court agreed that the Director of Communications should seek to facilitate an article, such as for the *Times Higher Education Supplement*, to publicise the University's sector-leading initiatives, its success in widening participation activities and what distinguishes St Andrews positively from other Scottish universities.

#### **5. Summary Financial Report to 30 November 2015**

Members noted the summary report of recent University financial performance (on file, Court 15/28).

The Finance Director highlighted that the current year (FY2015/16) reporting structure was transitional due to the introduction of the new Statement of Recommended Practice under Financial Reporting Standard FRS102; the format of the management report has been reconfigured to prioritise cash flows

and generally aid members' understanding of the impact of the new rules. It was noted that cash reserves at 30 November were down slightly on last-year's strong position, this due to the 2014/15 receipts in advance of planned expenditure for SFC Guardbridge funding and the Fife Park redevelopment, and to reflect the increased capital spend in the current year on Sports and Guardbridge preparatory works. The Finance Director discussed the current position of the Income & Expenditure statement, noting that the inclusion under the new rules of endowments, capital grants and share of USS pension costs created a more volatile overall bottom line.

Issues discussed by members included the USS deficit provision, the revaluation of land and heritage assets and the background to the currently over-target operating spend on staff costs. On the issue of providing detail for Court on the income generated annually by each School, it was recognised that although Schools are provided with their individual accounts for strategic planning purposes, the ethos is that Schools all contribute centrally, for redistribution across the institution. This assists in equalising the significantly disparate operational costs between the Arts and Science Faculties. The Master confirmed that individual School needs are a key part of the annual strategic planning process and that there are regular consultations between himself and each Head of School.

## **6. IFRS Transition**

Court reviewed a paper (on file, Court 15/29) outlining the specific details in which the new Statement of Recommended Practice for HE would impact upon the presentation of the institutional accounts for the year ending 31 July 2016. The Finance Director summarised the main changes of the new SORP, especially the requirement to bring the institution's share of the USS pension deficit and fair value of interest rate swap onto the balance sheet; the new accounting of holiday pay accrual; the treatment of expendable endowment income and removal of releases of capital grant income; and the revaluation of University land and heritage assets - which together add approximately £100m to balance sheet footings. It was noted that the re-stated annual accounts for 2014/15, prepared under the new rules, would be audited by the University's external auditors in March, to check in good time whether the revised net assets at 31 July 2015 (and therefore the opening balance sheet at 1 August 2015) are correctly stated.

## **7. Capital Investment Plan**

Court discussed a summary of the long-term capital investment plan to 2024/25 (on file, Court 15/30). The Finance Director confirmed that the plan was based on a number of prudent assumptions surrounding cash generation / spend and depreciation levels, whilst factoring into the cash forecast the debt repayment commitments and consequent interest payment reductions from 2019 onwards. A phased capital programme will address the various strategic plan initiatives, and the small shortfall of £7m over the life of the overall capital plan is expected to be addressed by increased revenue from growth in student numbers and potential asset receipts from funding partners (no assumptions have been

made about either, however, in the present plan numbers). A major risk remained a reduction in central SFC funding, beyond that currently being factored into future modelling.

Members discussed the pros and cons of early debt repayment, and the need for flexibility with the plan to address unplanned and beneficial strategic opportunities that may occur. The Finance Director confirmed that modelling of other scenarios continued, though a constant remained the ambition to secure a minimum operational annual surplus of at least £5m to allow for sustainable investment and development.

It was agreed that PARC would receive a regular update on performance against the capital plan, with summary review by Court each year (unless there was a material major deviation from the plan).

## **8. Guardbridge Masterplan Development**

The Quaestor & Factor outlined recent developments with the Guardbridge project (related paper on file, Court 15/31), including an update on the progress of ongoing works to lay the heating-supply pipework from the site to the North Haugh. Members were encouraged by the interest shown by external companies in initiatives to support the proposed Energy Centre, and the engagement of professional services staff in a survey of requirements to inform the bespoke office accommodation (and social space) to be created to house Unit staff moved from their current town centre location. Reviewing early graphical images of the site development, including the various zones to differentiate between the diverse areas of activity, it was noted that cost projections for the individual aspects of the development would follow in due course. Court noted both the huge opportunities and risks associated with the large capital development, both of which will demand careful planning and close governance.

## **IV. REGULAR BUSINESS**

### **1. HEALTH & SAFETY UPDATE**

Court noted a summary of recent institutional health and safety performance (on file, Court 15/32).

### **2. AUDIT & RISK COMMITTEE**

#### **i) Minute of the Meeting held on 27 November 2015**

Members noted the report of the meeting (on file, Court 15/33).

The Rector recorded her thanks to the Vice-Principal (Proctor), Student Services staff and Students' Association for their efforts in ensuring that Raisin weekend student activities proceeded safely.

## **ii) University Ethics Assurance Group Annual Report**

Court noted the annual summary (on file, Court 15/34) of the Assurance Group's activities, including its oversight of the University Teaching & Research Ethics Committee and the Animal Welfare & Ethics Committee. The Vice-Principal (Research) gave an update on on-going progress in improving the stability of environmental conditions in the St Mary's research facilities, as discussed within the report.

## **iii) Risk Management Summary**

Members noted a short summary (on file, Court 15/35) of escalating institutional risks and their related controls.

## **3. GOVERNANCE & NOMINATIONS COMMITTEE**

### **i) Minute of the Meeting held on 10 November 2015**

Members discussed a number of items recorded in the report of the meeting (on file, Court 15/36).

On the recommendation of the Committee, Court approved the reappointment of Dame Anne Pringle for a second and final term as Non-Executive Court Member (to 31 July 2020); and the appointment of Sir John Elvidge as External Convener of Governance & Nominations from May 2016, when the present chair Sir Brian Ivory steps down from that role. It was agreed that maintaining an external chair of the Committee exceeded the requirements of the HE Code of Good Governance, and represented best practice, but that the Senior Governor should provide a line of accountability from the Committee to Court. The Senior Governor's role in those terms should be codified in the Committee's remit when that next comes under review.

The Senior Governor confirmed that, in this transition period, the Principal's *ex officio* role on Governance & Nominations and the Remuneration & Human Resources Committee would be presently undertaken by the Quaestor as Acting Chief Executive Officer, with the Acting Principal also in attendance at the latter committee.

Discussing the addition of a new clause to the section in the Court Members' Handbook on disqualification from Court membership (should a member engage in activities liable to bring the University into disrepute), some members felt that the new wording was too broad in comparison to the other categories for disqualification and introduced too great a degree of subjectivity. Others considered that it was impossible to define precisely every circumstance that should result in disqualification, and noted that the new wording had been agreed following extensive discussion at Governance & Nominations Committee, and reflected closely standard formulas used in the University's internal disciplinary and grievance processes. The Vice-Principal (Governance & Planning) confirmed that the new wording did not conflict with

the separate removal process for General Council Assessors outlined in Ordinance.

Discussing future procedures for staff elections to Court (both for the Non-Teaching Assessor position and for Senate Assessors), Court considered that it was neither fair nor equitable to exclude part-time staff from the franchise, as is currently prescribed by existing procedures and Ordinance. Court was strongly supportive of removing this restriction in advance of the next round of elections, to comply with best employment practice and to minimise the risk of non-compliance with new equality legislation. For the Non-Teaching Staff position (the next election scheduled to occur in 2017), expanding the franchise lay within Court's gift, but for Senate Assessors such a move would deviate from the precise eligibility definition given in the ruling Ordinance. Court recognised that, in taking a decision to bypass Ordinance in defining the constituency to elect Senate Assessors, it was both setting a precedent and entering a legally ambiguous area. It was also noted that the requirement to implement the measures anticipated in the HE Governance Bill, in particular the possibility of the present Non-Teaching Assessor position having to be filled in future by trade union nomination rather than staff election, may overtake Court's decision before it could have a practical effect.

#### **ii) Rectorial Elections: Re-Open Nominations Procedure**

Court approved a detailed proposal (on file, Court 15/37) on the means by which a Re-Open Nominations procedure may be introduced to future Rectorial elections. Court agreed that the trialling of this procedure must not set a precedent for future University elections (such as may be required to be introduced under the HE Governance Bill for the Senior Governor), but was specifically to address student concerns over the legitimacy / mandate of single-candidate nominees for the position of Rector, and to allow for the opportunity for students to de-select an otherwise automatically-nominated single candidate in the absence of any other nominees.

### **4. REMUNERATION & HUMAN RESOURCES COMMITTEE**

#### **i) Minute of the Meeting held on 10 November 2015**

Members noted the report of the meeting (on file, Court 15/38).

#### **ii) Senior Staff Salary Changes Annual Report**

Court noted the annual report (on file, Court 15/39) of senior staff salary changes approved by the Remuneration & Human Resources Committee in 2014-15. The Senior Governor confirmed that the Committee would consider how future reports could include more information on the methodology and benchmarking used to determine the small number of senior pay awards granted, to underline the transparency of procedures.

### **iii) Equality & Diversity Update**

Members noted a briefing paper (on file, Court 15/40) of key equality and diversity initiatives being undertaken across the institution.

## **5. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 9 December 2015 (on file, Court 15/41).

## **6. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 15/42) detailing recent staff-related trends reported by Human Resources and other Court-related matters. In receiving the report, Court promulgated Draft Resolution 2016 No.1 (Degree of Doctor of Performing Arts (D.Perf.)).

## **V PRESENTATION**

### **School of Philosophical, Anthropological & Film Studies**

Professor Nigel Rapport, Head of School, joined the meeting for this item.

Professor Rapport gave a presentation (summary on file, Court 15/43) on the School, noting that its composition of four distinct departments (Philosophy, Social Anthropology, Film Studies and Music, each with their own administrative structure and officers) brings both challenges and opportunities. PGR numbers remain strong in both Philosophy and Social Anthropology, with Film Studies growing its provision. PGT student growth remains more challenging for all disciplines, with a need for improved scholarship funding to attract the best students and compete with peer institutions. Discussing the last REF result for the School, Professor Rapport highlighted that the two main indicators of impact and research income are not naturally best reflected in the research traditionally undertaken, and that the small size of a number of the departments can work against the School. It was noted, however, that the early-career academic staff and post-doctoral researchers coming through are driving a change in culture, with the age profile of the School set to change before the next REF due to the retirement of long-serving staff. New facilities for both Film, in the Byre Theatre, and Music, on construction of the externally-funded new Music Centre in 2018, were welcome, to improve the existing range of teaching facilities. The federal nature of the School made it well-suited to engaging with interdisciplinary initiatives, whether those supported from the Centre (through formally constituted Institutes) or via greater collaboration amongst individual academics with cross-cutting research interests.

Issues discussed in the following question and answer session included the difficulties of integrating the smaller departments of Film Studies and Music into the School structure, specifically with filling the administrative School roles from a smaller pool of staff; the staff/student ratio of the School and Departments



when compared to the University average; and the value of a central lead to drive developments in Academic Music provision.

On behalf of Court, the Rector thanked Professor Rapport for his informative presentation to members.

#### **VI. POST-MEETING**

Members of Court held a private meeting, chaired by Dr Mary Popple, the Designated Intermediary, to conduct the annual appraisal of the Senior Governor.

#### **VII. DATE OF NEXT STANDARD MEETING**

Friday 15 April 2016 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT EDINBURGH on the 19<sup>th</sup> day of FEBRUARY 2016 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Mr Patrick Mathewson, *President, Students' Association*, Professor Stuart Monro and Professor Sir David Wallace, *Non-Executive Members*; **by conference call:** Professor Garry Taylor, *Acting Principal & Master of the United College*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Dr Philip Roscoe, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Mr Timothy Allan, Mr Ken Dalton, Mr Mervyn Jones, Mr Nigel Morecroft, Dr Mary Popple, Dame Anne Pringle, *Non-Executive Members*.

**In attendance, present:** Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; **by conference call:** Mr Derek Watson, *Quaestor & Factor*, Mr Adrian Greer and Mrs Pamela Chesters, *Court Members designate*.

**Apologies:** Councillor Bryan Poole, *Provost of Fife's Assessor*.

### I. REPORT FROM THE SELECTION COMMITTEE

The Rector invited Professor Sir David Wallace, as Convener of the Selection Committee, to brief the Court.

The Convener outlined the process followed by the Selection Committee since its establishment by Court in June 2015 with a remit. This had begun with a consultation exercise over summer 2015 involving some 200 staff, as well as open fora for students, to develop the job specification. A global search had been conducted by the appointed Executive Search Agency, Perrett Laver, which had attracted almost 50 applications from across the world. The Committee had agreed a long list of candidates to be interviewed by the Search Agency, and a short list was agreed before Christmas. Shortlisted candidates had visited St Andrews in January 2016 for familiarisation meetings and formal interview. A final selection process, involving three candidates, had taken place in February.

The selection process had been both robust, rigorous and professional, and there had been positive feedback from all candidates at every stage. The final selection had run over two days, and involved a media exercise, small group discussions, and a formal presentation and interview. All candidates had been impressive and highly capable individuals, but by the end of the process one candidate had emerged with unanimous support from the Selection Committee.

The Convener conveyed his thanks to members of the Selection Committee for their support and diligence throughout the process, and expressed particular thanks to the President of the Students' Association, as well as to those Committee members who were not drawn from Court itself but from the broader academic community and professional staff of the University. He also recognised the valuable contribution of the external members of the Committee, Dame Sue Bruce and Sir Malcolm Grant, who had brought much wisdom and insight to the Committee's work.

The Convener expressed his gratitude to the members of the Principal's Office and the academic community who had supported the familiarisation visits for the shortlisted candidates. He paid tribute to Mr Merrill and Ms Griffiths for their extensive help and support at all stages of the selection process, and to the members of the administrative staff who had supported all the arrangements.

Following questions from Court members and a short discussion, the Selection Committee's recommendation of Professor Sally Mapstone, Pro Vice Chancellor for Education at the University of Oxford, was unanimously approved by Court as the successor to Professor Louise Richardson with effect from 1 September 2016, for an initial term of office of five years. The Senior Governor and Vice-Principal (Governance & Planning), who had signed a conditional contract of employment on behalf of the University, were authorised to conclude all necessary arrangements with Professor Mapstone and issue a press release on Monday 22 February.

The Senior Governor and Rector recorded their thanks to Professor Sir David Wallace for his work in leading the selection process to a positive conclusion.

## **II. DATE OF NEXT MEETING**

Court will meet next at 1.30pm on Thursday 3 March 2016, for an extraordinary meeting to agree the process for electing the next Senior Governor.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 3<sup>rd</sup> day of MARCH 2016 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Professor Garry Taylor, *Acting Principal & Master of the United College*; Mr Patrick Mathewson, *President, Students' Association*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Nigel Christie (by conference call) and Mr Kenneth Cochran, *General Council Assessors*; Dr Philip Roscoe, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Mr Timothy Allan, Mr Ken Dalton, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Popple, Dame Anne Pringle (by conference call) and Professor Sir David Wallace, *Non-Executive Members*.

**In attendance:** Sir Brian Ivory, *External Convener of the Governance & Nominations Committee*; Professor Verity Brown, *Vice-Principal (Enterprise & Engagement)*; Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; Dr Anne Mullen, *Vice-Principal (International)*; Mr Derek Watson, *Quaestor & Factor*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Adrian Greer and Mrs Pamela Chesters (by conference call), *Court Members designate*.

**Apologies:** Professor Frances Andrews, *Senate Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Mr Mervyn Jones, *Non-Executive Member*.

### I. EXTRAORDINARY BUSINESS

Members discussed the proposed procedures and revised job description for the forthcoming Senior Governor election (summary on file, Court 15/44), which had both been approved by the Governance & Nominations Committee before Court's meeting. Reviewing the procedures, it was agreed that nominations for the role would be sought from Lay Court members following today's Court meeting (proposed and seconded by any members of Court), to be received in writing on the appropriate form by Friday 18 March and accompanied by a short résumé. An election between candidates would take place by postal ballot thereafter (if required), using the alternative vote system, with a deadline for return of ballot papers being Monday 4 April. The result would be intimated to members thereafter, in advance of April's scheduled Court meeting.

Court approved the proposed nomination and election procedures as detailed in the paper. It was confirmed that whilst only Lay members of Court may stand for election as Senior Governor (i.e., non-staff / student members of Court), all Court members may propose and second a nominee and also vote in any subsequent election. As agreed previously, the two Court Members designate, Mr Adrian Greer and Mrs Pamela Chesters, would be included in the process.

## **II. ANY OTHER COMPETENT BUSINESS**

Court discussed a briefing paper (on file Court, 15/45) detailing the likely consequences of the financial settlement given in the indicative grant letter recently received from the SFC for AY2016-17. The announced 3.3% sector cut from 2015/16 revenue funding levels will translate to a combined 5.1% in real operational terms for the University, with a high likelihood that further changes will be made before the finalised Main Grant Letter is published later in the spring. Reductions are expected in the funded places for widening access students (with an expectation however that recruitment numbers will remain at current levels or above), and with particular concerns that the severely reduced funds for capital spending will impact heavily on the University's budget for such initiatives. It was confirmed that the reduced forecasts would be fully factored in to the annual financial planning process to come through PARC and Court in May/June.

Issues discussed by members included the lengthening delay in the supply of the annual grant letter, negatively impacting on the financial planning process; the impact of a reduction in widening access places given student offers have already been made; and the University's preparedness to compete for a share of the new Department of Business, Innovation and Skills research infrastructure investment fund.

## **III. THANKS**

On behalf of Court, the Senior Governor presented Sir Brian Ivory, the retiring external convener of the Governance & Nominations Committee, with a gift to recognise his long service to the University. Members joined with the Senior Governor in warmly thanking Sir Brian Ivory as he demits office after nine years in post.

## **IV. DATE OF NEXT MEETING**

Friday 15 April 2016 at 10.00am.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 15<sup>th</sup> day of April 2016 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Professor Garry Taylor, *Acting Principal & Master of the United College*; Mr Patrick Mathewson, *President, Students' Association*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Dr Philip Roscoe, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Mr Timothy Allan, Mr Ken Dalton, Mr Mervyn Jones, Professor Stuart Monro, Mr Nigel Morecroft, Dr Mary Popple, Dame Anne Pringle and Professor Sir David Wallace, *Non-Executive Members*.

**In attendance:** Lord Menzies Campbell of Pittenweem, *Chancellor*; Professor Sally Mapstone, *Principal-Elect*; Professor Verity Brown, *Vice-Principal (Enterprise & Engagement)*; Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Dr Anne Mullen, *Vice-Principal (International)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research)*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Adrian Greer and Mrs Pamela Chesters, *Court Members designate*; Ms Charlotte Andrew, *President-Elect of the Students' Association*; Mr Jack Carr, *Director of Representation-Elect, Students' Association*; Mr Benjamin Stuart, *Director of Residential & Business Services* (for Item II 10 & 11 only); Dr Amanda Seed, *School of Psychology & Neuroscience* (for Item IV only).

### I. OPENING BUSINESS

#### 1. WELCOME

The Rector welcomed to the meeting Professor Sally Mapstone, Principal-Elect, Ms Charlotte Andrew, President-Elect of the Students' Association, and Mr Jack Carr, Director of Representation-Elect, Students' Association, who were each attending Court in the capacity of observers prior to beginning their formal terms as members in the next academic session. The Chancellor was also welcomed to the meeting as an attendee.

#### 2. MEETING MINUTES

##### i) Minutes of the Court Meetings held on 22 January, 19 February and 3 March 2016

The minutes of each of the above meetings (on file) were agreed as a correct record.

## ii) Senior Governor Election result

The Vice-Principal (Governance & Planning) reported the result of the recent Senior Governor election for a Lay Member to succeed Sir Ewan Brown in that position. Turnout of Court members (including the two Court Members designate) was 100%, with Dame Anne Pringle receiving 14 votes overall to Dr Mary Popple's total of 10 votes. Dr Popple offered her congratulations to Dame Anne on her successful election as Senior Governor, for a period of four years from 1 August 2016. It was agreed that Dame Anne would receive an induction from Sir Ewan Brown as part of a handover of responsibilities, including the potential charring of PARC by Dame Anne at the Committee's May meeting.

## 3. REPORT FROM THE ACTING PRINCIPAL

The Acting Principal provided a verbal update to his advance written report to Court (on file, Court 15/46), highlighting a recent meeting of Universities Scotland that was dominated by discussions on the recommendations given in *A Blueprint for Fairness*, the final report of the Commission on Widening Access. The means of implementing the Commission's recommendations would not be announced by the Scottish Government until after the May 2016 Scottish Parliament elections, with HE institutions anxious to take a lead in developing an effective implementation plan. There was some concern across the sector that the present cap on funded student numbers in Scotland could be detrimental to the Scottish Government's target for at least 20% of university entrants to be recruited from the most deprived backgrounds by 2030. It was presently unclear how this target might be achieved in the context of existing student numbers and with the current rate of funding, which has led to Scotland having a lower acceptance rate for disadvantaged students than is evident in England.

The report helpfully recognised that increasing societal participation in HE was not simply an issue for universities to solve, but would require co-ordination across primary and secondary education systems. Court welcomed the suggestion that the SFC may be prepared to look at additional admissions markers beyond the sole use of the Scottish Index of Multiple Deprivation (SIMD20), which was an inadequate indicator for students resident in the North East of Scotland in particular, but was disappointed at the clear message from the Scottish Government that SIMD would continue to be used as the primary indicator. Discussing whether contextualised admissions processes could be developed to serve the Scottish HE sector overall, it was noted that much could be done to publicise St Andrews' present programme of widespread engagement, which may help to influence the setting of standard indicators. Court members felt that the University could do more to communicate to stakeholders (including government, the general public and potential applicants) the range of activities underway aimed at increasing participation in HE, and that more could be done to build strategic relationships with local and national politicians to help influence access strategies. The Vice-Principal (International) highlighted that work was underway internally to improve the structural oversight of admissions generally in the institution, with the proposed creation of a board reporting in to Academic Council, to develop a more

nuanced vision of admissions-related activities both centrally and locally in Schools, including enhancing widening access initiatives.

Noting that the best advocates for widening participation programmes are those who have benefited directly from them, it was agreed that it would be useful for Court to hear at a future meeting from representatives of the student ambassador scheme as to how outreach activities could be best enhanced and publicised.

Court also discussed the recent Spending Review outcome, with concerns expressed about the teaching unit of resource in the context of current student numbers, the reduction in capital funding, and the potential move of quality-related research funding into the innovation budget, which was a governmental priority championed by the Finance Secretary. There is evidence of a growing gap between Scottish institutions and their English counterparts, impacted by UK policy developments, which will likely be reflected in Audit Scotland's report on Higher Education in Scotland to be published in the summer of 2016.

## **II. PARC BUSINESS**

### **1. Minute of the Meeting held on 18 March 2016**

Members noted the minute of the meeting (on file, Court 15/47).

It was reported that, since the PARC meeting, the S&LAS trustees had accepted the University's arguments for continuing contribution levels, with discussions still underway to offset the increased National Insurance costs from 6 April 2016. Regarding the TrAC / fEC review recently completed for 2014-15, it was noted that further work would be undertaken by the Principal's Office to determine academics' hours of work as reported therein, and also to assess the central cost of administration measured against rates of activity.

The Quaestor & Factor reported that the process of tendering for a preferred bidder for the Albany Park and gap site residential developments (at University and Agnes Blackadder halls) was nearing completion. It was agreed that a Court sub-group (comprising Mr Tim Allan, Mr Nigel Morecroft and Professor Sir David Wallace) would have delegated authority, between meetings, to appoint the preferred bidder at the conclusion of the tender process. Financial close for the project was expected in November / December 2016.

The Quaestor & Factor confirmed that the final wayleave agreement for the Guardbridge pipeline to the North Haugh had been signed. There was not expected to be any cost contingency left in the project.

### **2. Our Landscape, Our Challenges**

Court discussed a summary paper (on file, Court 15/48) of student intake numbers, income received by source, and the various external and political challenges facing the University as it strives to grow and develop. Members agreed that whilst the report was a useful summary, it would be helpful if future



iterations compared St Andrews with other institutions, not only financially (which will be the focus of the routine annual paper of Scottish ancients' performance to the next PARC meeting), but also where the University was an outlier on student numbers and research income performance. Additionally, it was suggested that the summary could be usefully linked to the strategic plan, to identify specific actions that are expected to address any identified imbalances and to support institutional diversification beyond simple target setting.

### **3. Strategic Plan Update**

The Vice-Principal (Governance & Planning) updated the summary (on file, Court 15/49) of progress in implementing the various workstreams of the strategic plan, focused on priorities to the end of the current academic year. Discussion focused on the potential outcomes of the ongoing PGT portfolio review, one option being the formation of a centrally-supported PGT school to create student growth in interdisciplinary programmes. Such an initiative would aim to provide a light-touch, overlying bureaucratic structure to enable individual academic Schools to collaborate effectively, maintaining the close contact each School has with their students. To improve the PGT offering overall, this would be taken forward in combination with plans to increase the diversity of the international composition of entrant students compared with that which exists presently; and with efforts to engage early with existing UG students to publicise the opportunities for pursuing PG degrees at St Andrews.

### **4. Capital Investment Plan**

Court noted an update (on file, Court 15/50) of the capital investment plan, outlining the schemes being taken forward and the means of financing each. The President of the Students' Association confirmed that the student community were seeing considerable benefits of recent large investments in the Students' Association building and the University's Sports facilities. An update on the Students' Association redevelopment, and students' feedback thereon, would be given at the next Court meeting.

### **5. Byre Theatre Business Model**

Members noted a narrative paper (on file, Court 15/51). It was agreed by Court to strengthen the Management Board with the addition of Mr Tim Allan's and Mr Ken Dalton's external expertise, with the suggested addition of Dr Mary Popple also to supplement the membership. The augmented Management Board would determine who should chair it and review whether the present management structure was sufficiently cohesive, addressing the commercial, artistic and research-based interests served by the Byre Theatre, prior to bringing back to Court recommendations as to whether the venue could be made financially sustainable within an acceptable timescale.

The Board would also strengthen the composition of the appointment panel for Artistic Director, with a view to enlisting an experienced, high-profile individual

from the theatre / cultural community. A number of possible names were suggested.

## **6. Kenly Wind Farm**

The Quaestor & Factor reported on recent developments with the Kenly wind farm project (related paper on file, Court 15/52). Discussions with the MoD regarding radar mitigation for the scheme will continue in the next week, the outcome of which will be significant for the project. A number of key deadlines are approaching, the most important being the Renewables Obligation deadline (of 31 March 2017) that might require a substantial down-payment to be made for the turbine should the site aim to be operational by that date. Members of Court debated the planning and financial requirements for the project, including the contractual risks and the potential returns, both financial and those related to supporting research and the University's ambition for carbon neutrality. It was agreed that a PARC subgroup would review the project in the interval between Court and the next PARC meeting, with decision-making power to proceed with a down-payment on the turbine dependent on the outcome of the MoD discussions and satisfaction with the contractual arrangements.

## **7. St Andrews West**

The Quaestor & Factor summarised (details on file, Court 15/53) the discussions with the other landowners and the developer regarding the St Andrews West development project, reporting that consensus has been reached on revised Heads of Terms, which was presently being developed into a detailed agreement.

## **8. Summary Financial Report to 29 February 2016**

The Finance Director reported on in-year financial performance (summary on file, Court 15/54), highlighting that the cash position remained on target and that the year-end out-turn is liable to show an improved position against the financial plan, largely as a result of the RDEC claim for 2013/14 and 2014/15 that will bring a one-off benefit of around £3m to the bottom line based on current estimates. It was agreed that the management report might signal on a more regular basis whether Court's agreed target of a sustainable £5m (minimum) annual operational surplus will be met and by what timescale. It was however recognised that, through careful management, the cash position was overall an improving one, necessary to prepare for the repayment of long-term borrowing commitments beginning in 2019.

Discussing the revised presentation of the management report under the new SORP, the Finance Director confirmed that further presentational changes may be made to the regular report to lessen the complexity of information provided. The focus on cash was agreed to be a helpful barometer, given the new SORP has a tendency to obscure the previously recognisable and relatively straightforward Income & Expenditure account.

## **9. Annual Report of the Investment & Treasury Assurance Group**

Court discussed the respective performance of the University's fund managers, Alliance Trust Investments and UBS (summary on file, Court 15/55). It was reported that a meeting was scheduled with the Alliance Trust in May, given the length of their tenure as fund managers, to discuss their portfolio's performance against target, with Court members encouraged to send to Mr Mervyn Jones in advance of the meeting any points of discussion they wish to be raised. Mr Mervyn Jones and the Finance Director propose to also meet UBS whilst in London.

The student representatives highlighted an ongoing petition underway within the student community in support of the University's full divestment from fossil fuel companies, which was expected to be presented to Court at its next meeting in June. It was agreed that Court would receive an update on the Alliance Trust position and on student concerns for amending the present investment criteria at the next meeting.

## **10. Housing Update**

Mr Benjamin Stuart, Director of Residential & Business Services, was in attendance for the following two agenda items.

Court noted an updated summary (on file, Court 15/56) of the student residential strategy, including the potential for external development partnerships, and plans for staff / PGR housing options at the Grange site. Discussing ongoing requirements for estates upgrade works to meet HMO requirements, it was noted that the proposed Albany Park development and Andrew Melville refurbishment will resolve many legacy issues that have caused issues in the past. Highlighting that the scale of the proposed projects and the amount of private investment was significant, the Quaestor & Factor confirmed that arrangements had been put in place to ensure that internal capacity for the management of the residential capital projects was sufficient.

It was agreed that both PARC and Court would receive regular updates on the various housing capital projects.

## **11. Growing Commercial Income from Residential & Business Services**

Mr Ben Stuart gave a presentation (summary and slides on file, Court 15/57) focused on opportunities for fully exploiting the University's existing and new estate facilities with a view to increasing commercial income. Mr Stuart highlighted the significant potential for marketing the University's 'brand' via the hosting of conferences, sponsorship of special events and creation of in-house summer schools, in addition to the provision of hospitality accommodation outwith the academic year (the latter already a significant source of income). There were opportunities for engaging with existing local organisations to attract visitors and customers to the town, growing and developing income streams and raising awareness of the University's brand through commercial events and via direct marketing in certain markets aligned to other pockets of

activity (such as student recruitment). Developing sales may require a larger events team, thus Human Resource support would be necessary, and the University may need to develop links with local transport providers (such as Dundee Airport) to ensure that robust transport connections support attempts at innovation. With the potential for a stand-alone conference venue that could be created by the Albany Park development, and with ambitions for the creation of the University's own summer school courses, there was significant potential to grow income. Additional opportunities are also being explored to exploit sporting links (such as golf tours and the hosting of professional sports teams on University facilities), along with the potential establishment of nursery and play facilities, to support staff and provide additional local attractions to residents and visitors alike. Court welcomed the attention that was being given to income enhancement.

### **III. REGULAR BUSINESS**

#### **1. HEALTH & SAFETY UPDATE**

Court noted the report (on file, Court 15/58) of recent Health & Safety performance against standard indicators.

#### **2. AUDIT & RISK COMMITTEE**

Members discussed the report of the meeting held on 16 February 2016 (on file, Court 15/59). Highlighting that Court's awareness of strategic risk could be improved if all members had sight of the risk register summary routinely reviewed by the Committee, it was agreed that future Audit & Risk minutes to Court would be accompanied by the two-page risk dashboard of high-level and escalated strategic risks. It was also recommended that the University's risk management processes be a subject of future discussion, to ensure that Court had a clear understanding of the highest level strategic risks; and that the agenda papers that come to Court should highlight where appropriate the relationship to overall strategic risks.

#### **3. GOVERNANCE & NOMINATIONS COMMITTEE**

Court noted the report of the meeting held on 3 March 2016 (on file, Court 15/60).

The Vice-Principal (Governance & Planning) reported the result of the recent election for the General Council Assessor to the University Court. Four candidates stood for election, with 1,020 votes cast (representing a turnout rate of 2.4% of contactable alumni). After the tally of votes, at the second round of counting under the Alternative Vote system, Mr Nigel Christie was successfully re-elected for a second and final four-year term on Court, from 1 August 2016. Court congratulated Mr Christie on his re-appointment.

Mr Nigel Morecroft having left the meeting, on the recommendation of the Governance & Nominations Committee, Court approved the re-appointment of Mr Nigel Morecroft for a second and final term as a Non-Executive Member of

Court, from 1 August 2016. Court also approved Mr Nigel Morecroft's appointment as Convener of the Remuneration & Human Resources Committee, when the Senior Governor demits that role to meet the guidance from the SFC and the *Scottish Code of Good HE Governance*. On his return to the meeting, Mr Morecroft thanked Court for giving him a continuing opportunity to contribute his expertise to the University.

#### **4. REMUNERATION & HUMAN RESOURCES COMMITTEE**

Court noted the report of the meeting held on 3 March 2016 (on file, Court 15/60). Issues discussed included the level of student-declared disability requiring support from Student Services, and the regular reporting to Court of equality and diversity issues, including progress with the Athena Swan renewal. The Vice-Principal (Governance & Planning) confirmed that the latter topic will also be an agenda item at the Committee's next meeting.

#### **5. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 9 March 2016 (on file, Court 15/61).

#### **6. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 15/62) detailing recent staff-related trends reported by Human Resources and other Court-related matters. In doing so, Court gave final approval to Draft Resolution 2016 No.1 (Doctor of Performing Arts (D.Perf.)).

### **IV PRESENTATION**

#### **1. Dr Amanda Seed, School of Psychology & Neuroscience**

Dr Amanda Seed, an early-career researcher from the School of Psychology & Neuroscience, joined the meeting to provide an oversight of developing her research in comparative and developmental psychology, and her experience in gaining external grant funding (presentation summary and slides on file, Court 15/64). Dr Seed highlighted the considerable importance of a 'juvenile' period for early-career academics, to allow individuals time to explore various research interests and to establish collaborative links with other researchers and institutions. Having benefitted from an initially light teaching and administrative workload, and with a growing team financially supported by PhD studentships funded by the School of Psychology & Neuroscience, Dr Seed's research (now supported by a major ERC Starting Grant) had developed from three earlier projects, with external collaborators identified from her School-sponsored attendance at conferences earlier in her career. A strong research group and research centre with the School provided shared resources, and an existing M.Sc. course created a pool of talented Masters students to recruit. Dr Seed had also felt fully supported by the School during her maternity leave, with research assistant cover to maintain momentum in her academic work.

Issues discussed by Court included whether Dr Seed's positive experience in developing her research towards achieving a major grant was a common experience across the University or one which, by virtue of specific School support, was otherwise ad-hoc and not adequately captured in central University policy. Job security was clearly important, to allow space for research development, and the trend for temporary post-doctoral contracts and increasing measurement of research potential by metrics could negatively impact upon the establishment of research interests that have the potential to develop into future large projects capturing sizeable grants. Noting the significant importance of Dr Seed's public engagement activities at Edinburgh Zoo with the Living Links centre, there was a recognition that both support and funding for such initiatives could be improved. Additionally, career progression and promotion criteria could be developed to reflect the breadth of activity undertaken by lead researchers, which would encourage developing academics to stay with their early-career University for the long term.

The Rector thanked Dr Seed for an informative and engaging presentation to Court on her research interests.

**V. DATE OF NEXT MEETING**

Friday 17 June 2016 at 1pm.

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## UNIVERSITY COURT OF ST ANDREWS

AT ST ANDREWS on the 17<sup>th</sup> day of JUNE 2016 AT A MEETING OF THE COURT OF THE UNIVERSITY OF ST ANDREWS

**Present:** Ms Catherine Stihler, *Rector (President)*; Sir Ewan Brown, *Senior Governor & Chancellor's Assessor*; Professor Garry Taylor, *Acting Principal & Master of the United College*; Mr Patrick Mathewson, *President, Students' Association*; Mr Joseph Tantillo, *Director of Representation, Students' Association*; Ms Anna Newman, *Rector's Assessor*; Mr Nigel Christie and Mr Kenneth Cochran, *General Council Assessors*; Professor Frances Andrews, Professor James Naismith and Dr Chris Hooley, *Senate Assessors*; Mr David Stutchfield, *Non-Academic Staff Assessor*; Mr Timothy Allan, Mr Ken Dalton, Mr Mervyn Jones, Mr Nigel Morecroft, Dr Mary Popple and Dame Anne Pringle, *Non-Executive Members*.

**In attendance:** Professor Verity Brown, *Vice-Principal (Enterprise & Engagement)*; Mr Alastair Merrill, *Vice-Principal (Governance & Planning)*; Professor Lorna Milne, *Vice-Principal (Proctor)*; Dr Anne Mullen, *Vice-Principal (International)*; Mr Derek Watson, *Quaestor & Factor*; Professor Derek Woollins, *Vice-Principal (Research)*; Mr Andy Goor, *Finance Director*; Dr Gillian MacIntosh, *Executive Officer to the University Court*; Mr Niall Scott, *Director of Corporate Communications*; Mr Adrian Greer and Mrs Pamela Chesters, *Court Members designate*; Mr Dylan Bruce, *Rector's Assessor-Elect*; Ms Charlotte Andrew, *President-Elect of the Students' Association*; Mr Jack Carr, *Director of Representation-Elect, Students' Association*; Dr Fiona Thompson, *Executive Officer to the Principal's Office* (for Item IV 2 only).

**Apologies:** Dr Philip Roscoe, *Senate Assessor*; Councillor Bryan Poole, *Provost of Fife's Assessor*; Professor Stuart Monro and Professor Sir David Wallace, *Non-Executive Members*.

### I. OPENING BUSINESS

At the request of the Senior Governor, members held a moment of silent reflection for Jo Cox MP.

#### 1. WELCOME

The Rector welcomed Mr Dylan Bruce to his first Court meeting, who was observing the meeting prior to taking up office as the Rector's new assessor in the next academic year.

#### 2. MEETING MINUTES

##### i) Minute of the Court Meeting held on 15 April 2016

The minute (on file) was agreed as a correct record.

### **3. REPORT FROM THE ACTING PRINCIPAL**

Professor Garry Taylor gave a verbal update to his advance written report (on file, Court 15/65), highlighting that Dr John Kemp has recently been appointed as the new interim Chief Executive Officer of the Scottish Funding Council, to serve in post for an initial six months. Internally within the University, preparations for the following week's eight Graduation ceremonies were dominating at present.

Court members congratulated the various academic staff highlighted in the Acting Principal's summary of recent research grant awards. In recognition of his recent election as a Fellow of the Royal Society, Court approved the Acting Principal's recommendation that Professor Russell Morris, School of Chemistry, be awarded a Wardlaw professorship in recognition of this significant award.

## **II. PARC BUSINESS**

The Senior Governor-Elect, Dame Anne Pringle, took the Chair for this section of the meeting.

### **1. Minute of the Meeting held on 26 May 2016**

Members noted the report of the meeting (on file, Court 15/66), with the Senior Governor-Elect highlighting that the two significant areas debated at PARC - namely, the Financial Plan and paper outlining the full scope of the Guardbridge capital project - were the subject of two following agenda items.

### **2. Institutional Indicators Update**

Members discussed the quarterly report (on file, Court 15/67) of the University's institutional performance measured against defined targets related to research, financial stability and staff. The new format of the report, intended to improve the readability of the close detail provided, was commended by Court. Issues discussed in review of the report included the long-term strategies underway to improve the recent downward trend in research grant performance, and the data used to calculate staff costs as a percentage of University turnover, which indicator may move to red in the financial planning period.

### **3. Strategic Plan Update**

Court noted the summary of ongoing activities being undertaken to implement the delivery of the University's strategic plan (paper on file, Court 15/68). The Vice-Principal (Governance & Planning) confirmed there had been no slippage from target dates since the update given at PARC in the month previous. Discussing the potential measurement under the new Teaching Excellence Framework of staff with a recognised teaching qualification, the Vice-Principal (Proctor) confirmed that this subject may also feature in ongoing discussions regarding the career pathway and promotions structure for teaching-specialist staff.



#### **4. Summary Financial Report to 30 April 2016**

The Finance Director gave a verbal summary of in-year financial performance (related paper on file, Court 15/69). A revised figure for the RDEC tax credit (the claim for which has been submitted for 2013/14 and the calculations now completed for the next submission covering 2014/15) will likely increase the year's out-turn accordingly. Removing such non-recurring gains, the underlying position is predicted to remain as forecast, at c.£1.5m to £2m year-end operational surplus.

Issues discussed with members included the level of foreign currency gain due to the large number of US Dollar and Euro transactions, and the favourable research grants and contracts figure stated in the Income & Expenditure account, reflecting the inclusion therein of the non-recurring RDEC receipt.

#### **5. Draft Financial Plan 2016/17 to 2018/19**

Court discussed the draft Financial Plan and Strategy for the next three years (on file, Court 15/70). The Finance Director confirmed that the planning period continued to be a challenging one, with the plan prepared against a background of SFC cuts (£2m from August 2016), no inflationary increase to rUK fees, and growing pay and pension costs including external pressures from the new Apprentice Levy and increased employer National Insurance contributions. It was noted that the financial strategy has been revised to reflect the amended accounting rules of the new SORP, and members welcomed the income statement comparison, with restated figures from earlier financial statements, which has been included in the plan to aid the transition from previous years' reporting. The Finance Director highlighted that the institutional capital plan did not include forecast cash receipts from external partnership deals linked to student residences, which projects when completed would help support a managed increase in student numbers. Other opportunities for growth via initiatives such as enhancing summer school provision, maximising off-season use of the residential estate, were also highlighted.

Issues discussed with members included the depreciation rate used in the forecast figures; the overall ambition of the plan (estimating 2% annual growth) given the considerable challenges facing the HE sector; and the potential need for senior management to take due cognisance in the planning period of the cumulative impact of the various large-scale capital projects underway and planned, particularly on the contingency therein for risk and the potential for overstretch of senior management.

Court approved the Financial Plan and Strategy for 2016/17 to 2018/19, congratulating the Finance team on their considerable work in preparing the documents.

#### **6. Guardbridge**

The Quaestor & Factor provided a verbal update to his briefing paper (on file, Court 15/71) detailing progress with the masterplanning of the Guardbridge site,

the Biomass Energy Centre strand of the project, and preparations for the move of the University's professional services staff to a one-site, co-located office in accommodation specially refurbished for that purpose.

It was reported that the laying of hot water pipework along the A91 from the Energy Centre to the North Haugh was progressing to schedule, with commissioning of the Biomass plant expected in September 2016, to be operational by January 2017. A budget for repairs to an existing bridge over the Motray Water, allowing for on-site wood chipping for the Biomass plant, had previously been approved at PARC. There was widespread support for an opportunity for Court members to visit the site early in the next academic year, to review the overall site layout following recent demolition work and as masterplanning options begin to be appraised and developed.

Noting that Court would receive a presentation later in the meeting's agenda on the relocation of Library Special Collections and professional services staff to Guardbridge, the Quaestor & Factor confirmed that a full business case, with costings, for the project would be presented to Court in early 2017. At its May meeting, PARC had endorsed the outline business case recommended by senior management, which was to proceed with the Guardbridge relocation proposal. Noting the reservations at PARC of his fellow Senate Assessors, for the co-location of professional services staff at an out-of-town site, Dr Chris Hooley asked that his similar concerns with the proposal be formally recorded by Court.

Members discussed the long-term Masterplan being developed for the Guardbridge site and the estimated £6m cost (including 20% contingency) of infrastructure developments including demolition, site landscaping and parking. Discussion focused on the likelihood of recovering / securing external funding (for example, from the Scottish Government, Scottish Enterprise and existing innovation budgets) for the regeneration of the larger site not of immediate use for the institution's own purposes. Members agreed that it was vital that the new Principal should engage strongly with politicians at an early stage, to demonstrate how the development will support governmental priorities at a national and local level, including the potential for local employment opportunities.

It was recognised at PARC that some initial investment on the part of the University may be required to entice external agencies to contribute, and the Quaestor & Factor confirmed that the Project Board would have full governance oversight of the potential activities to be funded. It was agreed that Court would support up to £6m investment in proposed infrastructure works, subject to frequent reporting to PARC and Court of spend, in the knowledge that efforts were and would continue to be made to have the total infrastructure expenditure ultimately funded by others. As at PARC, Professor Naismith wished that his objection to the infrastructure expenditure to be formally noted.

## **7. Housing Update**

Court discussed a briefing paper (on file, Court 15/72) outlining plans for growing the University's residential provision, highlighting specifically the Fife Park,

Albany Park and Grange strands of the project. Financial close for the agreement for an external partner to redevelop Albany Park and gap sites at University and Agnes Blackadder Halls, with the resultant capital receipt, was expected at the end of the year, based on the same income strip model in place for Fife Park phase one. The Finance Director confirmed that the External Auditors have now agreed with the University the accounting / balance sheet treatment of the contract, which accords to FRS102 rules.

Court approved proceeding with the second and final phase of the Fife Park redevelopment (c.190 bedspaces by September 2017, allowing for the Andrew Melville refurbishment to then proceed), which had been tendered previously as a two-stage project. This would again be with Campus Living Villages (CLV), with funding from M&G, and with Sir Robert McAlpine (SRM) as the main contractor, all as with the first phase of Fife Park, which successfully opened in accordance with the programme in September 2015. Authority was delegated to the Quaestor & Factor to enter in to the contracts on behalf of the University and its contracting entities to enable this arrangement, on the basis that this reflects substantially the same risk profile and terms as was achieved on the first phase with these three same parties – CLV, M&G and SRM.

Regarding the potential to provide residences for postgraduate and early career staff, the Quaestor & Factor reported that, in partnership with Kingdom Housing, the proposed layout for the mixed development at the Grange has been revised to allow for 64 units, the intention being that a planning application is submitted to Fife Council by the start of the academic year.

## **8. Kenly Wind Farm**

The Quaestor & Factor provided a verbal update on the scheme (related paper on file, Court 15/73), noting that radar mitigation for the wind turbines to be agreed with the RAF remained problematic. The present focus was therefore on securing an extension to the current deadline for the lapse of planning permission, though this may mean eventual delivery of the project outwith the ROC tax relief regime.

## **9. Madras**

Professor Naismith declared an interest in this agenda item as a parent of a child currently attending Madras College.

The Quaestor & Factor provided a background summary (paper on file, Court 15/74) of previous discussions with Fife Council regarding the possible siting options for a new Madras secondary school, which issue was under reconsideration following a successful legal challenge against the Council by local campaigners. Noting the significant importance of a new secondary school to the local community and many staff, Court agreed that the University would continue to engage with Fife Council should they wish to discuss a firm proposal for siting the School on University-owned land, with or without an excambion arrangement for the present Madras South Street site as had previously been suggested in earlier discussions. Members strongly recommended, however,

that the University should not engage in protracted discussions on unrealistic variables that are clearly financially unsustainable to the institution.

#### **10. St Andrews West**

Court noted the University's present position as regards the proposed strategic land development to the west of the town (details on file, Court 15/75).

### **III. REGULAR BUSINESS**

#### **1. HEALTH & SAFETY UPDATE**

Court noted the report (on file, Court 15/76) of recent Health & Safety performance against standard indicators

#### **2. AUDIT & RISK COMMITTEE**

##### **i) Minute of the Meeting held on 12 May 2016**

Members noted the report of the meeting (on file, Court 15/77). Dr Mary Popple, Convener of the Committee, highlighted the recent internal audit review of student health provision, which will help to inform planned investment in this area for enhancing the provision of nursing clinics and mental health support. Also emphasised was the addition to next year's internal audit cycle of a review of project portfolio management, in recognition of the considerable number of large scale capital projects being developed over the next few years by senior management.

##### **ii) Risk Management Update**

Court welcomed the additional information supplied to members on strategic risk (details on file, Court 15/78), the tabled paper encompassing the Audit & Risk Committee's risk dashboard summary, an excerpt from the institutional risk register of escalating risks and a table linking risks to strategic objectives. It was suggested that the risk register summary might usefully be augmented with an indicator of the potential impact of mitigating actions on the likelihood and impact of the risk. For Court members' information overall, it was also thought that an indication of risk appetite for a number of the institutional business areas would also be helpful.

It was agreed that Court would henceforth receive a risk summary at each of its meetings, which will also aid and inform forward agenda planning for Court. This should provide a high level summary of trends and mitigating actions. The Vice-Principal (Governance & Planning) agreed to develop a revised format for the risk management paper for the next Court meeting.

It was recommended that an update on research grant performance would be a useful topic for the forthcoming Court Away Day, this being an issue highlighted as critical in both the risk summary and the earlier KPI report.

**iii) Health & Safety Assurance Group Annual Report, 2015**

Court received the annual report summarising the recent activities and achievements of the Health & Safety Assurance group (on file, Court 15/79). The Principal's Office were encouraged to ensure 100% compliance of Schools in completing an annual health and safety inspection, regardless of the low-risk environment in some Schools as compared to other high-risk activities particularly in the Sciences.

**iv) Legal & Regulatory Compliance Annual Report, 2015-16**

Court noted the report (on file, Court 15/80) of the University's compliance activities over a range of business areas.

**v) ELIR Year-On Report**

Court noted the one-year-on report (on file, Court 15/81) of activities undertaken since the last Enhancement-Led Institutional Review held in 2015.

**3. GOVERNANCE & NOMINATIONS COMMITTEE****i) Minute of the Meeting held on 20 May 2016**

Members noted the report of the meeting (on file, Court 15/82) and approved the proposed Court Committee appointments detailed therein.

**ii) HE Governance: Review of the Scottish Code and Implementation of the HE Governance (Scotland) Act**

Court received an update (details on file, Court 15/83) on the recently-commenced review of the *Scottish Code of Good HE Governance*, which is to be focused on helping institutions implement the new HE Governance (Scotland) Act recently approved by the Scottish Parliament. It was reported that St Andrews has two individuals on the review's Steering Group, Professor Stuart Monro and Mr Pat Mathewson, and that an information-gathering visit to the University by the Leadership Foundation consultants assisting with the review will take place on 28 June. Court members not already involved were invited to contact the Vice-Principal (Governance & Planning) if they wished to be involved in the visit.

**iii) Reviewing Court Members' Skills & Experience**

Court agreed to a proposal (on file, Court 15/84) that all members be invited to complete annually a skills matrix detailing individual areas of expertise and knowledge, to help inform future recruitment exercises and to identify any skill gaps across Court as a whole. A number of suggested amendments were recommended to the current list of skills given on the form, the chief being that a section on HE experience be added to capture research and teaching skills. A further suggestion was made that a section capturing experience on equality and diversity issues be also included. The Vice-Principal (Governance & Planning)

agreed to amend the present document as per the discussion, with a view to its circulation to members for completion over the summer.

#### **4. REMUNERATION & HUMAN RESOURCES COMMITTEE**

##### **i) Minute of the Meeting held on 20 May 2016**

Members noted the report of the meeting (on file, Court 15/85).

##### **ii) Equality & Diversity Update**

Court discussed the written summary of institutional progress across a number of equality-related areas (relevant paper on file, Court 15/86). Members expressed their support for the potential banding of Grade 9 academic salaries, to further erode any gender pay gap at professorial level, and for overt action to be taken to encourage an increase in female applications for professorships, the low numbers of which remained concerning, especially across the Sciences.

#### **5. ACADEMIC COUNCIL**

Members noted the report of the meeting held on 1 June 2016 (on file, Court 15/87).

#### **6. COURT OFFICE BUSINESS**

Court received the report from the Executive Officer (on file, Court 15/88) detailing recent staff-related trends reported by Human Resources and other Court-related matters.

### **IV PRESENTATIONS**

#### **1. Students' Association Redevelopment**

Mr Pat Mathewson, President of the Students' Association, delivered a presentation (summary on file, Court 15/89) outlining the impact of Court's investment in the refurbishment of the Students' Association Building in St Mary's Place.

Mr Mathewson highlighted that the Students' Association three main areas of focus were in representation for students (recent campaigns covering issues of sexual harassment and petitioning for the retention of the Rector role); the promotion of student activities through over 150 affiliated societies, student-run radio and event programmes at key periods such as Freshers' Week; and the provision of a broad diversity of social and study space in the Union Building, catering also for alcohol-free events. Over £12m had been invested in the recent redevelopment of the Union, completed in August 2015, and usage figures for the new space has roughly doubled. The flexibility / diversity of space created has seen increased demand for study space in addition to social space, and the street-facing café has been significant in attracting the local community and visitors to the Students' Association at a level not seen previously. This had the

potential to extend the traditionally-short trading window and to diversify the commercial audience to include University staff and external / summer trade, both vital given the trend of reduced student expenditure and cyclicity of demand linked to term-time dates. Issues discussed with Court members included the potential partnership opportunities between the Students' Association and the University, fully utilising, for instance, the existing class representative system to support institutional quality assurance activities; exploiting existing students in Admissions-related endeavours as the best ambassadors for the University; and growing the Students' Association's involvement in alumni activities, in tandem with the Development Office, to capture a new audience that draws back alumni to take part in today's student experience.

## **2. Professional Services Relocation**

Dr Fiona Thompson, Executive Officer to the Principal's Office, joined the meeting for this agenda item.

Dr Thompson outlined the comprehensive consultation and planning process being undertaken to prepare for the move of the majority (c.350) of professional services staff to a dedicated co-located facility at Guardbridge, including therein the Library Store and a facility for Special Collections (presentation summary on file, Court 15/90). Outlining the aim to improve service delivery and collaboration between Units, delivering a number of efficiencies, the move will create the capacity for planned growth in the town centre, with vacant space subsequently assigned to academic use. A town centre 'hub' would be created to provide hot-desk space for staff when working in St Andrews. Dr Thompson outlined the Service Units that will be affected by the proposed move and the buildings that will be freed up in consequence. Also presented were the indicative site plans for the facility that will be created at Guardbridge, the timescales for the relocation and creation of a hub facility in the town centre, and the decant options presently being considered.

Discussion focused on the ongoing consultation being undertaken with staff to update them on the specifics of the move and inform the design of the space being created at Guardbridge, the latter taking into account the results of a recent staff survey benchmarked against the Leesman index of workplace effectiveness. Further information on the potential design of the workspace, and the scope for achieving operational efficiencies by introducing more efficient working practices, would be detailed in the business case for the project, which will be brought to Court in early 2017.

The Rector thanked both presenters for attending Court to deliver their presentations.

## **V. THANKS**

Members joined with the Rector in warmly thanking the departing members for their valued service to the University Court, namely Mr Mervyn Jones, Ms Annie Newman, Mr Pat Mathewson and Mr Joe Tantillo. Special tribute was paid to Sir

Ewan Brown, who was demitting office as Senior Governor after a period of ten years on Court.

**VI. DATE OF NEXT MEETING**

The next meeting, encompassing the Court Away Day, will be held on Friday 14 October 2016 at 10.00am.

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