

COURT**Minutes**

In the Chair: Ms Morag McNeill

Date of Meeting: 28 June 2021

Present also: Mr Grant Innes
Dr Richard Armour
Professor Scott Arthur
Ms Tracey Ashworth-Davies
Professor Mark Biggs
Professor David Cobham
Ms Hannah Copeland
Professor Marc Desmulliez
Mr Graeme Dickson
Dr Amos Haniff
Mr Steve Heathcote
Mr Brian Henderson

Dr Paul Hopkinson
Ms Emily King
Mr Cameron Millar
Mr Jürgen Munz
Ms Marta Phillips
Mr Alan Robertson
Ms Jandy Stevenson
Mr Mike Tumilty
Mr Graham Watson
Professor Richard Williams
Ms Dorothy Wright

In attendance: Professor Mushtak Al-Atabi
Ms Sue Collier
Ms Lucy Everest
Mr Andrew Jefferson
Professor Ammar Kaka

Ms Ruth Moir
Dr Gill Murray
Professor Garry Pender
Professor John Sawkins
Lord Vallance
Mr Chris Pirie (observer)

Apologies for absence: Mr Richard Claughton

M21/54 WELCOME AND ANNOUNCEMENTS

The Deputy Chair welcomed all participants to the meeting, including Ms Copeland, Student Union Vice President (Education) for whom this was the first meeting as a member, and Mr Pirie, who was observing the meeting, having recently been elected by the Staff as a member of Court, and would take office from 1 August.

The Deputy Chair reminded the Court that due to serious illness the Chair of Court had to step back from many of his duties in the short term and would resign from his position as Chair, and thus from the Court, on 31 July 2021. Although the Chair was present, the Deputy Chair would chair the meeting. In accordance with the Statutes and the Ordinances the Deputy Chair would assume the duties of the Chair of Court from 1 August 2021 until such time as a new Chair of Court had taken office.

The apologies for absence were noted.

M21/55 DECLARATION OF INTERESTS

The Deputy Chair invited declarations of interest. Professor Desmulliez declared that he currently was the acting Chief Executive Officer of a spin-out company. The Court agreed that this would not prohibit Professor Desmulliez's involvement in discussion of paper Ct6/21/34, where the Court would be invited to approve the revised Intellectual Property Policy.

The Court further noted that due to his role as Chair of Tennis Scotland, Mr Watson would withdraw from the meeting whilst the Court considered paper Ct6/21/33(c) regarding the proposed Indoor Tennis Facility on the Edinburgh Campus.

M21/56 MINUTES OF THE PREVIOUS MEETING

The Court approved the minutes of the meeting held on 25 March 2021 as an accurate record.

It was noted that the minutes of the additional meetings on 26 April 2021 and 20 May 2021 were not yet available, and neither were the notes from the Strategy Day on 20 May 2021 nor the Joint Court and Senate event held on 24 May 2021.

M21/57 MATTERS ARISING / COURT ACTION LOG

57.1 No matters were raised from the previous minutes or from the Action Log.

M21/58 REPORT FROM THE CHAIR (Oral report)

The Chair of Court, Mr Innes, addressed Court and described the great personal privilege it had been to have been a member of the Court and to have been Chair for the short period he had held that office. The Chair noted the strides that had been made in terms of the financial performance of the University as well as in culture, tone and joint working towards shared common objectives. There was still improvement to be made, but the progress so far would provide excellent foundations for further enhancement. The Chair noted that despite the difficulties caused by the Covid-19 pandemic, the finances were in good shape and lessons would continue to be learned to further improve the position.

The Chair of Court welcomed the enhancements made in Governance over the preceding period, including improvements in communications, and that progress had been made in terms of delegation of authority from Court. The Chair also expressed pleasure over the appointment of Sir Geoff Palmer as Chancellor, noting that Sir Geoff would be a tremendous ambassador and asset for the University. The Chair also highlighted the Bicentennial Campaign and the Sir Walter Scott giving circle in particular.

The Chair commended the Court to continue its focus on taking forward Strategy 2025, informed by the Values of the University. The Chair welcomed the fact that the Court was in the safe hands of the Deputy Chair for the interim period and during the transition to the new Chair.

The Chair thanked Court members and executive officers for their support and friendship, and in wishing them well, bade the Court and the University auf Wiedersehen, not goodbye.

M21/59 UPDATE FROM THE PRINCIPAL (Paper Ct6/21/30)

The Court received, considered and noted the report presented by the Principal, which drew attention to strategic topics and many areas of activity since the previous meeting of the Court. The Principal augmented the written report with comments on the following themes: the welcome rise of the University in recently published rankings, which reflected the dedication and expertise of staff across the University; the attainment in-year of £50m in research income – it was noted that the Covid pandemic continued to restrict the ability to spend against these grants, but expenditure would accelerate when it is feasible to do so; the Scottish Funding Council (SFC) [Review of tertiary education](#), which was imminently due to be published would be received and considered with interest across the sector and would be reported on in greater detail at a future meeting of the Court; the award of £20m from UKRI to lead the UK's Industrial Decarbonisation Research and Innovation Centre (IDRIC); the ongoing contribution of the University across many fronts towards post-COVID recovery.

XXX()XXX Reserved section (Ref Sections 30, 33 FOI(S)A).

Comments and observations arising in the course of the discussion included: recognition of the coverage on the BBC programme *Click* regarding the University's work on head injuries in sport {[BBC World News - Click, Battling Brain Trauma](#)}; an update on preparations for the start of the academic year, where there would be a phased and gradual return once the governments in the respective jurisdictions permitted – it was noted that staff were being consulted with; the Responsive Blended Learning (RBL) model would still be in effect for the forthcoming academic year, and allowed learning to continue even where lockdown was severe. The model was responsive to the different restrictions affecting all campus locations. Every effort was being made to support staff and students.

The Court welcomed the positive report and noted that it highlighted the globally connected nature of the University. The Court thanked the Principal for the report.

M21/60 1821 APPEAL Update (Paper Ct6/21/31)

The Court received, considered and noted the report presented by the Principal, which gave detail of the 1821 Appeal. The Court recognised the leadership on this of Professor McGregor and Lord

Vallance as well as the Principal. The Court noted that the appeal had been launched to a very positive response. The focus was on raising funds for inclusion and access with eight specific projects. The 1821 Appeal had been very well featured in the Annual Stakeholder Meeting: <https://vimeo.com/567398158> and a website was available to support the fundraising: <https://www.hw.ac.uk/alumni/giving/1821-appeal.htm>.

The Principal thanked all those who had already pledged and who were acting as ambassadors or helping in other ways. The Court noted that it had an important role in this activity and every aspect of support was welcome. Mr Millar reported on the 'Giving Circles' approach, one of which was named for Sir Walter Scott, who had donated to the original Mechanics' Institute. The Giving Circles encouraged regular giving at different levels of contribution. Court members were invited to explore these further.

The Court noted that the proceeds of the Appeal would help access and inclusion through different means and in different parts of the world. The Inclusion and Access policy approved earlier in year informed this activity, and the impact of these funds on individuals and communities could not be overstated.

M21/61 REPORT FROM THE STUDENT UNION (Verbal)

The Court received, considered and noted a verbal report from the Student Union which was presented by the Student Union President. The President highlighted in particular that: the new full-time officers were now in place and that the Scotland-based Student Union was working closely with the officers based in Dubai and Malaysia; discussions were underway to update the Student Partnership Agreement, with regular conversations to ensure co-operation; the Union building in Edinburgh was making use of outdoor spaces to increase accessibility – football had increased accordingly and the full sabbatical team would be based on campus to ensure support for the student community although significant online support would also continue to be provided; steps continued to seek to enhance the financial situation of the SU so as to help improve the student experience; strategic grants had been received from the Scottish Government and SFC, as well as the SU receiving payout from business interruption insurance; the Trustees remained satisfied that the reserves continue to meet OSCR requirements, even though a loss for the year of £93k had been incurred due to the impact of Covid-19.

The Court noted the report and thanked the Student President for the update.

M21/62 REPORT FROM THE SENATE (Paper Ct6/21/32)

The Court received, considered and noted a report from the Senate which related to the meetings of the Senate held on 22 April 2021 and 16 June 2021. The Court noted that the Senate had endorsed a series of Ordinances for the Court to approve, and these were presented under the report from the Governance and Nominations Committee (M21/68). All other matters were reported for information.

In discussion the Court reflected on the wide-reaching and valuable joint meeting of the Court and the Senate, which had shared real-life examples of on-going work and highlighted the strong link with Scottish government priorities.

M21/63 REPORT FROM THE FINANCE COMMITTEE (Paper Ct6/21/33)

The Court received and discussed a report from the Finance Committee which related to the meeting of the Committee held on 8 June 2021. Four matters were presented for approval: the updated HWU Online Business Plan; the updated Robotarium Business Plan; the proposed development of an indoor Tennis Centre in the ORIAM on the Edinburgh Campus; the overall Three-Year Financial Plan, 2021-2024. All other matters were reported for information.

The Chair of the Finance Committee introduced the report with a recognition of the work of the Executive, assisted by the Finance Committee and Court, to plan through the ongoing difficult circumstances. It was recognised that through taking difficult decisions the University was now better positioned to improve both revenue and margin in future years. The Chair of the Finance Committee commended the Three-Year Plan to the Court as a significant departure from previous iterations and recognised the contribution of the Vice-Principal, the Global Chief Financial Officer and their supporting teams. It was noted that the three capital investment proposals for Court

approval were all built into the Three-Year Plan but were presented as discrete proposals to gain specific Court approval in line with the Financial Regulations.

63.1 Heriot-Watt Online Business Case (Paper Ct6/21/33(a))

The Deputy Principal (Business and Enterprise) introduced the HWU Online Business Plan, to which the Finance Committee had given strong recommendation after considering the case in the context of the Three-Year Plan. The Finance Committee considered the Plan to be transformational, with returns well in excess of cost of capital, plans for expanded future returns and the opportunity to bring in other capital.

XXX()XXX Reserved section (Ref Sections 30, 33 FOI(S)A).

After discussion, the Court recognised the key strategic importance of online provision and that this strategic initiative was very necessary. The Court therefore was content to approve the updated Business Plan, including the requested capital expenditure, as part of the overall Three-Year Financial Plan.

63.2 National Robotarium Business Case Ct6/21/33(b)

The Court considered the Robotarium Business Plan Update as introduced by the Deputy Principal (Research and Innovation), and which the Finance Committee had strongly supported after considering the case in the context of the Three-Year Plan.

The Court noted that the Robotarium was an initiative under the Edinburgh and South-East of Scotland City Deal and that the capital costs for the building would be met via the City Deal, with the ongoing costs to be met by the University in partnership with other institutions, most notably the University of Edinburgh. The Court noted the background to the project and considered some comparisons with similar institutions in the UK, which included Queens University Belfast, the home institution of Professor Sir John McCanny who was Chair of the Advisory Board for the Robotarium **XXX()XXX Reserved section (Ref section 33, FOI(S)A).**

After discussion, the Court was content to approve the updated Business Plan as part of the overall Three-Year Financial Plan.

63.3 Indoor Tennis Facility Business Case Ct6/21/33(c)

Mr Watson left the meeting for this section of the report from the Finance Committee.

The Court received, considered and approved the Business Case for the creation of an indoor tennis facility on the Edinburgh Campus, which was introduced by the Chair of the Infrastructure Committee. It was noted that both the Infrastructure and Finance Committees previously had scrutinised and endorsed the proposal.

XXX()XXX Reserved section (Ref Sections 30, 33 FOI(S)A).

In discussion Court members concurred that this was an excellent opportunity which would provide facilities comparable with other leading UK institutions, and which would assist the development of new academic provision as well as adding to the facilities available for Students, Staff, and the wider community. It was noted that in the submission for planning permission it had been made clear that no 'sensitive trees' would be removed from the site, although some land clearance would be required, with new planting of trees to take place elsewhere on the campus. The Court commended those involved in the creation of the proposal. Progress would be viewed with interest.

The Court was content to approve the Business Case for the creation of an indoor tennis facility on the Edinburgh Campus as part of the overall Three-Year Financial Plan.

63.4 Three-Year Financial Plan 2021-24 Ct6/21/33(d)

The Chair of the Finance Committee introduced the proposal noting that after considerable scrutiny the Finance Committee had given strong endorsement to the Plan. The intention was to approve the budget for next year (2021/22) and the direction of travel based on AP2.0 for the two outer years (2022/23 and 2023/24). Updated plans showing movements from the figures against year 2 and year 3 plans would come back to Court annually, with explanation as to how and why any changes had occurred. A key element of the Finance Committee's scrutiny had been the downside analysis that would keep the University within the bond covenant in the worst-case scenario.

XXX()XXX Reserved section (Ref Sections 30, 33 FOI(S)A).

After discussion the Court approved the Three-Year Financial Plan 2021-24, noting that the two outer years were indicative forecasts. The Vice-Principal and Provost, the GCFO and respective teams were thanked for the tremendous effort to create the Plan under challenging circumstances.

63.5 Financial Assurance Dashboard Ct6/21/33(e)

The Principal and Vice-Chancellor introduced the Financial Assurance Dashboard, noting that this was the first such report of the document that had been developed to allow the Court (and Finance and Audit and Risk Committees) to have oversight of the progress of remedial actions to address findings raised in the 2019/20 audit process. The Principal noted that the Finance and Audit and Risk Committees were receiving this report on a monthly basis so as to keep them informed outwith the committee meeting cycle.

XXX()XXX Reserved section (Ref Sections 30, 33 FOI(S)A).

The Principal assured Court that he and the Executive team were maintaining a close oversight of the risks and mitigating actions. The Court thanked the Principal for the clear and helpful report and noted the dashboard.

63.5 Management Accounts Dashboard (month 9) Ct6/21/33(f)

The Court received and noted the Management Accounts Dashboard, noting that much of the detail had informed the preparation of the Financial Plan.

63.6 Delivering Strategy 2025 in Dubai: end of project report Ct6/21/33(g)

The Court received and noted the final report of the Dubai campus relocation project presented by the University Secretary. The Court welcomed the overview of the highly successful project and noted the key lessons learnt. It was noted that the whole programme had been delivered in the context of Strategy 2025 and had been relevant to all themes, including building on success in expanding research activity and providing technological support for learning and teaching to a world-class standard of excellence. The Staff Survey outcomes had been positive in Dubai, even during the period of transition.

The Court noted that the aims of the project – as approved by Court in July 2019 – had been met. One key factor had been the successful delivery of a new team of professional services staff. A strongly values-led approach had been undertaken, with respect inculcated from the outset and a focus on good communications which had brought immense benefit.

The Court noted the key points on the financial element of the project, which had delivered a strong return, but which currently was lower than projected in the business case. Student recruitment was going very well ahead of the new academic year. The project had concluded £5m under budget, despite increased costs, particularly on IT.

The Court noted that the success of the project had been assisted by the focus on Strategy 2025 throughout, and the governance provided by the Dubai Non-Executive Advisory Group (DNEAG), which had provided both a sounding board and a highly effective decision-making route to both executive and Court and its committees. The model was recognised as providing good practice that future programmes could follow.

In noting the report, the Court commended the quality of the report and recorded thanks to the University Secretary, and all the other colleagues who had contributed to the successful conclusion of the project.

63.7 Report from the Pensions Working Group (verbal)

The Court received and noted a verbal update from the Chair of the Pensions Working Group on the recent consultation that Universities UK had conducted on the USS pension scheme. The response from the University would be submitted by the University Executive within the week. The Court noted that the broader issue of pensions provided major risks to the University although there was little direct control that could be exerted. The Pensions Working Group and the Executive would ensure that the Court would be kept up to date on developments.

M21/64 REPORT FROM THE AUDIT AND RISK COMMITTEE (Paper Ct2/21/34)

The Court received a report from the Audit and Risk Committee which related to the meetings of the Committee held on 21 April 2021 and 27 May 2021. Two items were presented for Court approval and the Court noted all other matters which were presented for information.

64.1 University Financial Regulations

The Court approved for immediate implementation the revised Financial Regulations which was recommended by the Committee after significant scrutiny. The Finance Committee had also provided scrutiny and input during the drafting process. The Court noted that the Financial Regulations were an essential part of the control environment and that the GCFO and his team had done excellent work in ensuring they were now fit for purpose.

64.2 Intellectual Property Policy

The Court approved for immediate implementation the revised Intellectual Property Policy which was recommended by the Committee after significant scrutiny. The Court noted that the revised Policy would apply in all jurisdictions in which the University operates and was largely in line with other such statements in the sector. The Court recognised that the Policy supported an essential element of the University's operations. The Deputy Principal (Business and Enterprise) and her team was commended for the work on this matter.

M21/65 REPORT FROM THE STAFF COMMITTEE (Paper Ct2/21/35)

The Court received, considered and noted a report from the Staff Committee which related to the meeting of the Committee held on 25 May 2021 and was presented by the incoming Chair of the Committee, Ms Wright.

The Court approved the People Enabler Strategy on the recommendation of the Staff Committee and commended the HR team for the excellent work. The Court noted that the People Enabler Strategy had been subject of considerable scrutiny by the Committee with focus on ensuring it complemented the strategic planning process, had appropriate metrics, and was values-led and promoted a leadership culture.

The Court noted the discussions the Staff Committee had conducted on the outcomes of the Staff Survey, which had been considered at the Court Strategy Day, and from which an action plan and timeline would be derived. After the Executive and the Staff Committee had considered the action plan, it would be submitted to a future Court meeting. The Court further noted that the Staff Committee had approved the revised Global Grievance Policy under delegated authority.

The outgoing Chair of Staff Committee, Ms Ashworth-Davies, took the opportunity of her final meeting of Court to state the privilege she had felt as Chair of the Committee over the preceding eight years. She wished to recognise the very strong HR team.

M21/66 REPORT FROM THE REMUNERATION COMMITTEE (Paper Ct2/21/36)

The Court received, considered, and approved recommendations submitted by the Remuneration Committee and noted the other matters in the report from the meeting held on 17 May 2021.

On the recommendation of the Remuneration Committee, the Court approved: the Global Reward Policy; the Senior Salary Review Procedures; and the Severance Payments Policy. It was noted that the Severance Payments Policy had been brought forward to ensure that the outcomes of the SFC /OSCR enquiry into payments made to a former Principal and Vice-Chancellor of the University of Aberdeen had been incorporated into this University's policy portfolio.

M21/67 REPORT FROM THE GLOBAL STUDENT LIAISON COMMITTEE (Paper Ct2/21/37)

The Court noted a report from the Global Student Liaison Committee which related to the meeting of the Committee held on 28 April 2021. All items in the report were reported for information.

M21/68 REPORT FROM THE GOVERNANCE AND NOMINATIONS COMMITTEE (Paper Ct2/21/21)

The Court received and noted a report from the Governance and Nominations Committee which related to the meetings of the Committee held on 28 April 2021 and 21 June 2021. Particular matters were presented as recommendations for approval. The Court noted other items which were presented for information.

68.1 Chair of Court/Deputy Chair of Court (Paper Ct6/21/38 (a))

The Court received and considered a report presented by the University Secretary which detailed the current position with regard to the Chair of Court and the Deputy Chair and sought approval for actions regarding the appointment of the Chair of Court, the Deputy Chair of Court and an Acting Deputy Chair of Court.

The Court noted that since the Chair of Court would demit office from 31 July 2021, and in accordance with Statute 4 and Ordinance B10, the current Deputy Chair of Court, Ms Morag McNeill, would hold office in lieu of the Chair of Court and with all the powers of the Chair of Court from 1 August 2021 until such time as the new Chair of Court would take up office.

The Court noted that as the first term of office of Ms McNeill as Deputy Chair would expire on 31 December 2021, that the agreed selection process would be put into operation during August and September 2021 in order to ensure that the position of Deputy Chair would be filled from 1 January 2022. All independent lay members were eligible to stand for the position and Ms McNeill was eligible to stand for a further term. The Court noted that the GNC would oversee the Deputy Chair appointment process and had already agreed the composition of a selection panel.

The Court recognised the importance of the role of the Deputy Chair, including their support of the Chair, their role as Intermediary, and chairing the Selection Committee for the Chair of Court. The Court therefore approved by Ordinary Resolution and as recommended by the GNC, that an Acting Deputy Chair of Court could be appointed for the period that the Deputy Chair would be fulfilling the role of the Chair of Court (i.e. until a new Chair of Court had taken up office). The Court noted the process and selection panel for the Acting Deputy Chair of Court as agreed by the GNC.

The Court agreed to delegate approval of the appointment of Acting Deputy Chair of Court to the Court Interim Business Committee. It was noted that there was no precedence for an Acting Deputy Chair, but as the appointment would be for the relatively short-term, the GNC had been content that that a shorter selection process and smaller selection panel would be appropriate for the Acting Deputy Chair position.

The Court further agreed to delegate to the Court Interim Business Committee approval of the membership of the Chair of Court Selection Committee once an Acting Deputy Chair was in post.

68.2 Court/Court committee mode and future scheduling of meetings (Paper Ct6/21/38 (b))

The Court received, considered and approved recommendations presented by the University Secretary on the future operation of Court and its Committees. The Court noted that the proposals built on previous Court discussions as well as consultation conducted by the Chair and discussions with the Deputy Chair.

The Court noted that the proposals, which modified timings of meetings and intended the majority of meetings in 2021/22 to be conducted online, were driven primarily to enhance inclusion, with all members participating on an equal basis regardless of physical location or timezone. The proposals would still provide opportunities for members to meet and work together in person, thus retaining the benefits of that mode of meeting. It was intended that this mixed approach would also benefit the overall effectiveness of the Court and its Committees. The Court noted that feedback would be sought throughout the year, with an annual review undertaken to help assess the operation and to inform future arrangements.

After discussion the Court approved the meeting arrangements of Court and its Committees for Session 2021/22. Revised calendar invitations for meetings would be issued in due course.

68.3 EBS/SoSS structure & governance update report (Paper Ct6/21/38 (c))

The Court received, considered and approved the extension to July 2022 of the Statement of Operational Principles for EBS and the EBS Advisory Board arrangements whilst leadership matters would be resolved. The proposal had been put forward on behalf of the EBS Advisory Board and had been recommended by the GNC. It was anticipated that the operational principles and arrangements would be reviewed in the course of the next year.

The Court noted that a process had initiated around interim arrangements for leadership and that the structure of School would be reviewed in due course.

68.4 Appointment of Members of Court and Court Committees (Paper Ct6/21/38 (d))

The Court received, noted and approved recommendations for the membership of the Court and its Committees which were relayed by the GNC.

The Court approved the following reappointments: Mr Graham Watson to the position of Chair of the Finance Committee from 1 August 2021 for as long as he remains a member of the Court (31 July 2024 at the latest); Ms Marta Phillips as Chair of Global Student Liaison Committee from 1 August 2021 to 22 April 2024; Ms Marta Phillips as a member of Finance Committee from 1 August 2021 to 22 April 2024; Ms Emily King as a member of Donations and Investments Committee from 1 June 2021 to 31 May 2022; Mr Graeme Dickson as a member of Ordinances & Regulations Committee from 1 August 2021 to 31 July 2024; Mr Graeme Dickson as a member of Audit & Risk Committee from 1 August 2021 to 31 July 2024.

The Court noted: the appointment of Mr Chris Pirie, Business Analyst in Information Services, as Staff member of Court drawn from the professional services from 1 August 2021 to 31 July 2024; the appointment of Ms Hannah Copeland, Student Union Vice President (Education), to the Court from 1 June 2021 to 31 May 2022; the actions under way to select a Chair of Audit and Risk Committee (ARC), and a member of the Court to succeed Ms Jandy Stevenson, who would demit office as Chair of ARC and Court member on 31 July 2021; that the current terms of office of both members elected from the Senate, Dr Haniff and Dr Hopkinson, would both conclude on 31 July 2021, and that an election would be held as soon as possible from among those Senators who will be in post from 1 August 2021; that the GNC had agreed the appointment of a co-opted lay member to the Staff Committee, Mr Imtiaz Aziz, for a period of three years from 1 August 2021; and that the selection process had yet to conclude for a co-opted lay member of the Finance Committee to take office from 1 August 2021.

68.5 Review of the University Committee for Health & Safety report (Paper Ct6/21/38 (e))

The Court received and considered the outcomes of the review of Health and Safety Governance and approved the recommended new governance structure and reporting arrangement.

The Court noted that the new structure, with an overarching Health and Safety Committee supported by campus-based Health and Safety Committees would help to ensure that all are safe on every campus. This was a significant improvement in terms of reporting and would assist cultural change as much as process change. The modifications also introduced wellbeing into Health and Safety responsibility.

68.6 Court committee delegations and terms of reference review (Paper Ct6/21/38 (f))

The Court received and considered the final outcomes of the recent governance review of delegated powers of Court Committees. The Court approved the recommended modified terms of reference for: the Global Student Liaison Committee (which would be renamed 'Global Student Life Committee'); the Endowment Committee (which would be renamed 'Donations and Investments Committee'); and the Infrastructure Committee.

68.7 Ordinances for approval (Paper Ct6/21/38 (g))

The Court approved the following Ordinances as presented, noting that they had received detailed scrutiny from the Ordinances and Regulations Committee, the Governance and Nominations Committee and the Senate: Ordinance E4, Student Discipline, which had been modified as part of the ongoing Review of Academic Regulations; Ordinance P2, Requirements for Degrees, Diplomas and Certificates, (revision to para 3 Periods of Study), which had been modified as part of the ongoing Review of Academic Regulations; New Ordinance P11, Common Seal, the provisions of which previously had been contained in a Regulation, but the opportunity has been taken to create an Ordinance (which is the more appropriate governance mechanism); Ordinance F2, Appointment of Academic Staff by external appointment or internal promotion, which has been subject of considerable previous consideration and review; and Ordinance F2a, Appointment of Professional Services Staff by external appointment or internal promotion, which has been 'spun out of' the earlier version of Ordinance F2.

The Court recognised the mammoth exercise that the Chair of the Ordinances and Regulations Committee (ORC), Prof Fiona Waldron, had led to overhaul the University's Academic Regulations, with modifications where necessary for selected Ordinances. The Court congratulated Professor Waldron and her supporting team as well as the members of the ORC for the tremendous work to modernise the Regulations and related Ordinances.

M21/69 ANY OTHER BUSINESS

69.1 Court rolling programme of business (as at June 2021) (Paper Ct6/21/39)

The Court noted the rolling programme of forward business. Members were reminded of the open invitation to propose via the University Secretary items for discussion in future agendas.

69.2 Valedictions

The Deputy Chair thanked those members for whom this was the final meeting of Court, as their terms of office would conclude on 31 July: Ms Stevenson, who had contributed to Court and the Audit and Risk Committee with an insightful, thoughtful and considered manner as well as being an exceptional Chair of ARC and lead governor for the School of Textiles and Design; Ms Ashworth-Davies who also had contributed hugely to the work of Court and as a committed Chair of Staff Committee with staff at the heart, and a lead governor for the School of EGIS; Dr Hopkinson who had served as a member elected by the Senate and who had brought insight from the academic community as a whole, but especially from Dubai; and Mr Innes for whom the Principal had prepared some notes repeated in full:

I know I speak for everyone in adding a few words of appreciation and reflection in response to Grant's comments.

First, Grant, thank you for your encouragement to us today to focus on our purpose, culture and those things that most distinguish us both as a University and as a global community working together. We hold your advice to be precious and a benchmark on which to judge the way we work together in the future.

Behind the scenes the role of Chair involves significant work and judgement to ensure the governance and governing board is operating proficiently but also to set the tone. Both as a member of Court for the years preceding your election as Chair and since becoming Chair you have immersed yourself in the University with incredible personal commitment. You have been ardent in your intent to see this University fulfil its charitable purposes. The focus on culture and sustainability being two pillars of your focus. As Principal and Vice Chancellor I can say you have been exemplary in your professional friendship and supportive in providing ambitious challenge to me and the University Executive. We have enjoyed moments of celebration together across the campus locations and moments of great challenge and anxiety that comes with leadership. We have especially appreciated your deep understanding and the time you have taken time to get to understand the operation and culture of all our campuses and especially in Dubai and Malaysia. Your sense of fun but razor-like determined focus on delivering change has been a leadership example for us all. Your strategic thinking, your sensitive human approach to delivering change has left a living legacy that has and will empower the University through and beyond this Bicentennial Year.

As you enter this time ahead where your personal needs and family must come first, we wish you well and we so look forward to staying in touch and sharing news in the future.

I wanted to end with a comment from Adam Smith, a comment that I will forever associate with you Grant. In the *Theory of Moral Sentiments*, it says "Individual Ambition Serves the Common Good". Thank you for being a pinnacle example of this truth in being ambitious for us. This is not goodbye as we will be staying in touch, but it is time when our best wishes and prayers for the future are sincerely given. Thank you.

The Deputy Chair, and the Court as a whole, extended sincere thanks to Mr Innes, and the other retiring members.

M21/70 DATE OF THE NEXT MEETING

It was noted that the next meeting will take place on Thursday 30 September 2021.

Date

Signature