Court

Minute of Meeting held on Tuesday 18 June 2019 in Room 250, Main Building

Present:
Cllr Susan Aitken Glasgow City Council Assessor, Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Professor Kirsteen McCue Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Lauren McDougall SRC President, Mr Gavin Stewart Co-opted Member, Dr Ken Sutherland Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

Attending:
Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Professor Miles Padgett (Vice-Principal Research) (to item 53)

Observing:
Mr Scott Kirby SRC President-elect; Ms Louise Ireland

Apologies:
Members: Mr Aamer Anwar Rector, Dr Simon Kennedy Senate Assessor

CRT/2018/48 Announcements

Mr Scott Kirby, SRC President-elect, and Ms Louise Ireland were welcomed as observers.

There were the following declarations of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the scheme; the Convener for an item under the University Secretary's report, relating to the Convener's appointment; and Ronnie Mercer and June Milligan for an item under the University Secretary's Report, relating to their re-appointments.

Dave Anderson, Margaret Anne McParland, Lindsay Farmer, Nick Hill, Lauren McDougall and Elliot Napier were attending their final meeting of Court. Court thanked them for all their contributions to Court business and wished them well.

It was recorded that the Senior Vice-Principal and Deputy Vice-Chancellor, Professor Neal Juster, had briefed Court at the pre-lunch session, covering the review of the capital plan, including its links to the current and new University strategic plans. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2018/49. Minutes of the meetings held on Wednesday 10 April 2019

The minutes were approved.

CRT/2018/50. Matters Arising

There were no matters arising.

CRT/2018/51. KPIs; Budget 19/20 and Financial Forecasts; Capital Plan minor projects

Court received a paper outlining the performance of the University over the past year with respect to the KPIs contained in the strategic plan and the impact on the University's position in global and domestic league tables. The paper also outlined the priorities for investment to ensure KPIs continued to move in a positive direction and the allocation of resources to achieve the University's priorities. The paper provided a review of the minor projects capital spend for 2019-20 and 2020-2021. It also included an update on the progress of the six projects in the World Changing Glasgow Transformation Programme. Outcomes were combined into an annual budget for 2019-20 and a forecast of spend to 2021-22.

Professor Juster referred to the positioning presentation on the review of the capital plan, that he had made before of the Court meeting; this was ahead of the fuller review of the capital plan being provided to Court.

The budget showed that income would continue to increase year on year over the forecast period. This income growth was possible because a series of considered investment decisions had enabled the University to continue to enhance its performance and grow its reputation. June 2019 marked the fourth anniversary of the launch of *Inspiring People – Changing the World*, the University's strategic plan for the period 2015-20. The strategy provided a route map for guiding the actions and investments that need to be made to ensure Glasgow continued to build on its position as a world-class, world-changing university.

The investment priorities over the next few years remain broadly unchanged from 2018. They included: developing underlying student infrastructure; improving the student experience; developing new student markets; building towards REF 2020; innovation and corporate engagement; and infrastructure. The refreshment of the capital plan was being undertaken in light of potential opportunities, including the Glasgow Riverfront Innovation District and the chance to reflect on the future balance of infrastructure. The outcome of the review would be reported to Court by the end of 2019. Investment priorities also included the Transformation programme: the development of the estate would be transformative for the University and a transformation team had been established under the direction of the Chief Transformation Officer. Court would receive a more detailed update on the programme in the autumn.

The paper contained a summary of the University's annual performance against the primary and secondary KPIs previously approved by Court. Details of positive trends in league tables, both global and domestic, were also provided and were noted.

The current strategic plan had set a cash generation KPI target of £24.5m/year. The capital plan presented to Court in December 2017 had altered this forecast slightly to take account of borrowing and expenditure under the plan. The revised targets and the forecast cash generation in the budget were provided, together with details of the global assumptions underpinning the budget forecasts to 2022-23. Details were noted in relation to significant investments that had helped create new activities and/or enhance areas of excellence.

With regard to cashflow, at the end of 2022/23 the closing budget cash position was expected to be £6.8m lower than forecast in 2018. This was driven by improved operational cash flow in 2018/19 due primarily to increased PGT tuition fee income and lower than budgeted salaries, offset by increased pension costs in outer years; an increase in the capital grants forecast in the current year and following year; and increased capital spend during the period to reflect the forecast increase in campus redevelopment costs for Phase 1a and b (total cost forecast of £608m) along with a re-profiling of spend.

Court received details of risks relating to financial sustainability. SMG kept major risks under continual review, with mitigating actions discussed at monthly SMG meetings. There were also a number of challenges that SMG was continuing to consider with respect to financial sustainability and enhancement in performance and reputation; Court noted the main areas in this regard.

With regard to minor projects in the capital plan, in December 2016 Court had agreed in principle to an annual spend of £15m in this area, to support investment in the existing estate and to enable the University to take up new opportunities. The plan was designed to be dynamic and to change as new opportunities arose. Court received details of minor projects completed or to be completed in the current year and the proposed spend on the minor projects for 2019-20 and 2020-21.

Details were provided about projects within the main capital plan, that had already commenced and that would continue into 2019-20, and in some cases beyond; and about projects to support income growth, that would begin 2019-20 or progress through the design phase in that year. Some projects would be deferred to 2020-21; details were also provided.

In response to a question about savings achieved or anticipated from the Transformation programme, Court heard that a business case going to the Programme Board in the summer would provide details of savings; it was also important to note that the programme was embedding change capacity and agility into the University. There were some concerns expressed about the proportion of academic staff in the programme's network being significantly lower than that of professional staff; it was noted that this area required further work and would be addressed. In response to a question about whether the HR Recruitment review would include steps to improve the speed of processes, it was confirmed that this would be the case.

Court approved: the Budget for 2019/20; the four-year forecast 2018/19 to 2021/22, which would be submitted to the SFC; and the minor projects capital plan for 2019/20 (£14.977M) and forecast spend to 2020-21 (£11.203M). Court thanked those involved in their preparation.

CRT/2018/52. Report from the Principal

CRT/2018/52.1 Higher Education Developments

Scotland Higher Education Budget for 2019-20

At the previous meeting, Court had received details of the indicative funding allocation from the SFC. In mid-May, the final allocations for Scottish HE had been issued. For Glasgow, the sums had been as expected, with the following headlines: funding had increased from the previous year, with an overall increase of 0.8% for Teaching, Research and Innovation; the Teaching Grant had decreased by 0.1%, driven by a reduction in the Main Teaching Grant; the REG was slightly higher, showing an increase of 1.8%; and PGR funding had increased by 5%, driven by increased PGR student numbers.

Brexit

The sector continued to lobby the government in the context of a very fluid picture. The Universities and Science minister had recently set out plans for the UK to continue to be a major player in

international research, as Brexit negotiations continued. The government intended to explore potential association with Horizon Europe, the European Union's next research and innovation programme, and with the Euratom research and training programme. It also planned to strengthen ties with Africa and build new bilateral partnerships with support from the UK's embassies. At the same time, the minister had commissioned a review of international collaborative funding. The Russell Group had already engaged with the review.

Meanwhile, Scotland's Science and Higher Education minister had recently warned that Brexit could harm Scotland's research community more than the rest of the UK. Scotland also received hundreds of millions of euros from European Structural and Investment Funds, which supported infrastructure and R&D projects. There remained a lack of clarity about the extent to which the UK government would replace structural funds post-Brexit.

Post-18 Funding Review in England

The Augar review had been published on 30 May 2019. Although the review had only included coverage of tuition fees in England's universities, the UK Government's response to it would have very significant implications for Scotland's universities, given that almost 22,000 students from the rest of the UK currently chose to study in Scotland at undergraduate level. A change to the maximum fee in England would potentially reduce fee income to Scotland's Universities by around £31m. However, if the fee reduction were matched with compensatory top-up funding from the UK Government, as recommended by Augar, this would see a significant increase in Barnett allocations to the Scottish Government. The Scottish Government, Universities Scotland, the sector and SFC were in contact with regard to the matter and there would be continuing campaigning on the issue.

The review had also highlighted some positive ideas around lifelong learning, and on opportunities for people to access Higher Education mid-career for up-skilling/re-skilling.

CRT/2018/52.2 Universities Superannuation Scheme USS/Pensions update

In April, Court had received a summary of the potential scenarios for employer and employee contributions, depending on the outcome of the 2018 USS valuation. Court had also been advised that the University was continuing to take a cautious approach to budgeting, assuming that the upper bookend (without contingent contributions) might apply after the 2018 valuation. This was also the assumption applied in the future cash flow projections.

The USS Trustee had now responded to the proposals put forward by the Joint Expert Panel set up by employers and the UCU in 2018. Further details had been provided in the Secretary's Report.

The current consultation with USS employers had ended on 30 May 2019. Further details were expected to be received from the USS Trustee on any conditions that needed to be met in order to reach a valuation outcome. USS employers would then be consulted again in June. The Joint Expert Panel, as part of its Phase 2 update, had reassured stakeholders that the Panel was on track to publish its second report in September 2019.

CRT/2018/52.3 University Rankings

The Complete University Guide 2020 rankings had been published in May. The University had risen six places to 18th. The main table was based on ten measures: entry standards; student satisfaction; research quality; research intensity; graduate prospects; student-staff ratio; spending on academic services; spending on student facilities; good Honours degrees; and completion.

The Guardian University League Tables had been published in June. The University had risen 10 places to 14th. It remained second in Scotland and had risen from 15th to 8th in the Russell Group.

CRT/2018/52.4 Senior Management Group changes

Professor Frank Coton's role was now VP (Academic Planning and Innovation). A new role for Vice-Principal (Learning and Teaching) had been advertised.

Professor Muffy Calder had been re-appointed VP and Head of College Science & Engineering for a further 5 years from 1 January 2020.

Interviews for the role of VP/Head of the College of Social Sciences had been held recently. The Principal's thanks to the panel were recorded. Details of the outcome would circulated shortly. The process for Heads of College appointments included consultation with College Management Groups. It was agreed that the possible formalisation of processes to be followed by Heads of Schools, with regard to such appointments, would be discussed through HR and with the HRC, and with Heads of Schools.

CRT 2018/52.5 Key Activities

Court noted a summary of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal Activities and Communications.

CRT/2018/53. Annual Report on Research and KPIs

Professor Miles Padgett, Vice Principal Research, briefed Court on progress against the institutional research KPIs and the activities being conducted across the University to strengthen the quality of research, particularly research outputs, to enhance performance in the next REF exercise.

Between 2015 and 2020 there had been and would be a series of panel-based external reviews of research quality, including a review for each of the REF2014 Units of Assessment (33 disciplines) in relation to outputs, impact case studies and environmental statements. The Lord Kelvin Adam Smith schemes were attracting talent through prestigious Professorial, Fellowship, Readership and PGR Student recruitment. Court heard details of the governance structure for REF2021.

The institutional KPIs for research were noted, including the positive trends relating to these. Court also noted some key highlights including the University's 8th place in the Russell Group for European Research Council awards/FTE in the period 2014–18 and the renewal of Quantum Imaging Hub, one of only four UK Quantum Technology Hubs.

The University was nurturing talent through initiatives beyond the established staff-development programmes, in particular the Glasgow Crucible, a leadership and development programme for early career researchers which had welcomed cohorts from 2015 to 2018 and had now had 118 participants.

The sectoral context for research was noted, including UK Research & Innovation (UKRI) having been formed in April 2018 as a body to work in partnership with universities, research organisations, businesses, charities, and government to create the best possible environment for research and innovation to flourish. UKRI operated across the whole of the UK with a combined budget of more than £7 billion and brought together the seven Research Councils, Innovate UK and Research England. The UK government had made a commitment to increase R&D expenditure to 2.4% GDP by 2027. The UK "value-for-money" agenda was an important consideration in research funding. There was a move away from responsive funding to large, applied, challenge-led initiatives which needed proactive engagement on the part of the HE sector. There would be increased importance attached to impact, collaboration and critical mass. These areas, and development of an optimal research culture (with factors to include promotion criteria; collegiality; open research and responsible

metrics) within the University would form the pillars of the University's next research strategy. The University's Research Beacons and ongoing development of the estate including the Research Hub were going to be key mechanisms to achieve critical mass. The strategy would promote a positive research culture in which colleagues were recognised and valued for their varied contributions to research activity in a collaborative way. The culture would be underpinned by support from the University, including specialist career tracks and recording of authorship contribution; an openness agenda including wide sharing of research; and responsible use of indicators in assessing research performance.

Court noted that academic promotion criteria had been refined for the coming year to require evidence of collegiality. Court also noted details of the Research Culture Awards 2019.

With Brexit, there was a potential loss of funds and collaboration; the sector's efforts to counteract this had been referred to earlier in the meeting. In response to a question about funding from outside the EU, Court noted that there were some 'world' funders, and that these were considered, but there were judgments to be made about the level of resource required to pursue such funding and on occasion also considerations about the ethics of accepting funding from some sources.

In discussion, it was agreed that data on gender balance in areas including the LKAS, senior research leadership and panel reviewers would be collated for Court members. With regard to expenditure on areas outlined in the briefing and in particular how this was allocated to Colleges, Court heard that the LKAS budget was allocated broadly in line with the proportion of academic staff returned to REF2014; financial support offered to LKAS fellows was split between research areas identified by the Colleges and early career researchers in general who were making applications to external bodies. With regard to any gender disparities connected particularly to research, it was noted that a gender impact analysis had been undertaken in relation to promotion criteria; no gender bias had been identified in promotions. It was suggested that the analysis might be widened to look at pre-application stages; the chair of the HR Committee agreed that more granularity such as this would be welcomed.

Court thanked Professor Padgett for the briefing.

CRT/2018/54. Report from the University Secretary

CRT 2018/54.1 Convener Appointment

The Convener of Court was absent for this item. Graeme Bissett, the Vice-Convener of Court, chaired the Court meeting for it.

Ms Elizabeth Passey had been appointed as Convener of Court for 4 years from 1 August 2016, with the possibility of reappointment for a further 4 years. A paper with a recommendation from the Nominations Committee in connection with this had been provided to Court members.

Court unanimously approved the reappointment.

CRT 2018/54.2 Brexit

The University was continuing to keep the situation under review, with support to staff and students who were EU nationals and also to students and colleagues who had study or research/teaching relationships with the other EU states. The University website https://www.gla.ac.uk/explore/euinformation/ continued to provide updates.

CRT 2018/54.3 USS

Staff had recently been contacted with details of the USS Trustee's response to the proposals put

forward by the Joint Expert Panel set up by employers and the UCU in 2018. The options regarding contributions had been summarised for staff, and other related advice and information provided to them; the details were noted by Court.

Court would be kept updated.

CRT 2018/54.4 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

At the December 2018 meeting, Court had approved draft Ordinances relating to the composition of Court and Senate (Senatus Academicus). The bodies' compositions required to be amended to align with the requirements of the HE Governance (Scotland) Act 2016. The drafts had received some technical drafting input from the Scottish Government in March 2019, with Court members advised of the details by email and provided with updated drafts. Following this, a two month consultation had taken place, with a deadline towards the end of May.

A minor correction to s 1(g) of Ordinance 209 had recently been made to reflect the correct sections of the HE Governance (Scotland) Act (10 and 11, rather than 10 and 12).

There had been one item of consultation feedback received on the drafts, the main aspect of which had related to suggestions about commitment to diversity and more Court members being drawn from community and minority organisations; a response had been provided advising that these areas were covered by the HE Code and by standing orders/recruitment processes. There had also been two factual matters clarified relating to the requirement for the General Council to be consulted as part of the Ordinance process and to a lay majority being required on Court under the Code.

The Ordinances were approved by Court, for submission to the Privy Council.

The election for a non-academic staff representative on Court would take place in anticipation of a start date of 1 August, but candidates would be advised that the start date was dependent on the grant of the Ordinance relating to Court composition. The same principle would apply to the start date for the two trade union nominees.

Court approved a short-term extension of term for employee representatives Dave Anderson and Margaret Anne McParland, if the Ordinance was not approved by 1 August.

CRT 2018/54.5 Nominations Committee Business

Chancellor's Assessor and Co-opted member

Ronnie Mercer and June Milligan were absent for this item where it concerned their own appointment.

Ronnie Mercer's and June Milligan's terms on Court would end on 31 October.

The Chancellor had been pleased to re-nominate Ronnie Mercer as Chancellor's Assessor. The Nominations Committee was fully supportive. Court endorsed Ronnie Mercer's reappointment to the role, noting that discussions would be held with a new Chancellor when s/he was appointed, the current Chancellor having very recently announced his retiral.

Court approved a recommendation from the Nominations Committee that June Milligan be reappointed for a further 4 years from 1 November 2019.

Mr Mercer and Dr Milligan would also continue as (respectively) the chairs of the Estates Committee and HR/Remuneration Committees. Mr Mercer would also continue as a member of the Remuneration Committee and Nominations Committee.

Information Planning & Strategy Committee

Since the last meeting, Dr Ken Sutherland had been appointed to the IPSC, from 2 May 2019 until the end of his term on Court (31 December 2021).

CRT 2018/54.6 Rectorial Election 2020

The election, which was run via the Senate, took place every 3 years. The associated documents had recently been updated ahead of the 2020 election. Court approved the rules and nomination process subject to a review of relevant sections to make it as clear as possible that non-inclusive or discriminatory rhetoric or conduct by candidates during the election process was unacceptable. It was noted that while the principles of free speech existed, all candidates had to operate within the boundaries of the law, which included provisions about these areas. The declarations section of the paperwork would also be reviewed to ensure that candidates' acceptance of their nomination was absolutely clear about the expectations relating to conduct. Once the postholder was elected, the Rector's position, like all Court positions, was covered by the Standing Orders, Code of Good HE Governance and other regulatory requirements applying to Court as a governing board and board of a charity; these areas were overseen by the Court and University, with the SRC and student body liaising with the Rector on the separate matter of representation of the electorate.

Court would as usual receive a reminder about its Standing Orders in the autumn, together with other governance-related documentation and requests for updates connected to good governance practice.

The paperwork relating to the Rectorial election would be revised as discussed and included in the papers for the October meeting of Court.

CRT 2018/54.7 Arrangements for SRC and Union nominees on Court

Under the terms of the Higher Education Governance (Scotland) Act 2016 Court was required to make rules covering the nominations processes for the two trade union members and two student members on Court.

Documents had been discussed with and agreed on behalf of the Joint Union Liaison Committee, which would nominate the trade union members, and the SRC. Court approved the documents.

CRT 2018/54.8 Annual Court Self-Assessment

A questionnaire for Court self-assessment/feedback on performance had been circulated after the February meeting. A summary of themes arising from the feedback and recommendations for action, which the Court Governance Working Group had considered, were now received. The recommendations were approved. It was agreed that an additional 15 minutes would be factored into the Court day to allow for a longer lunchbreak, giving Court members greater opportunity to interact more informally. The recommendations would be taken forward by the Court Office in discussion with the Convener where applicable.

CRT 2018/54.9 Sustainability Working Group and Climate Change

At the last meeting Court had received details of the work of the Sustainability Working Group, including the Climate Change Adaptation Plan 2018-2028, and had been informed about the University's commitment to working with partners in the Climate Ready Clyde initiative, to create a shared vision, strategy and action plan for an adapting Glasgow City Region.

Since the last meeting, the University had added its voice to those of other organisations in the UK and around the world in declaring a climate emergency. The Sustainability Working Group was currently preparing an action plan to follow up this declaration. A briefing on the ongoing work of the

group would be given to Court in the autumn.

The University had also supported the actions defined in a recent statement by the Environmental Association of Universities & Colleges (EAUC) and would take steps to implement these. The SRC had supported the decision to declare a climate emergency and would be involved in implementing actions defined by the EAUC.

With regard to disinvestment in the energy sector, the Investment Advisory Committee had already confirmed that the University was on track to achieve its interim 2019 target of under 6.4% of funds invested in fossil fuel companies. Court would receive a further report from the IAC later in 2019.

CRT 2018/54.10 Media Report

Court noted a digest of recent media coverage and summary details of social media interaction with the University. Court's thanks to the Communications team were recorded.

CRT 2018/54.11 Summary of Convener's Business

A summary of activities undertaken by the Convener since the last meeting was noted.

CRT 2018/54.12 Resolutions relating to Degree Regulations

In February, a large number of draft Resolutions relating to degree regulations had been approved by the University Secretary on Court's behalf. The text of the regulations had already had the benefit of Senate Office and General Council input. A formal consultation had ensued, with no comments received during the consultation period. On Court's behalf the University Secretary had now given final approval to the documents.

CRT/2018/55. Report from the Rector

In the Rector's absence, there was no report.

CRT/2018/56. Reports of Court Committees

CRT/2018/56.1 Finance Committee

CRT/2018/56.1.1 University Budget and Capital Plan

The University budget 2019-20 and financial forecasts had been considered by the Committee and recommended to Court. Approval of the items had been given by Court earlier in the meeting under item CRT/2018/51.

The chair of the Finance Committee, Graeme Bissett, added that in the context of the significant numbers and interlocking elements associated with the budget, including the capital programme, the Finance Committee had looked at processes in place to ensure these areas were being properly managed by SMG, including the options being examined, cross referencing to the strategic plan and accounting for variables. The Committee had been content that these processes were robust.

Mr Bissett advised Court that members of the Committee had also received a presentation on the current position with regard to the capital plan; and a report on the long term cash flow. With regard to the former, the Finance Committee had noted that elements were coming together to assist the decision making process on the review of the capital plan and its overall affordability; these included looking at

the wider landscape, possible scenarios and different potential levels of capital expenditure, and the purpose of individual capital projects including the asset/revenue mix, while also considering cash generation in order to pay for the capital plan. The challenge for the Finance Committee, working with the senior management, was to develop a framework that included variables: there was not a single answer but it was important to undertake the exercise with the utmost rigour. The framework would come to Court for consideration; it was work in progress but would evolve and provide Court with the comfort that it required.

The Principal recorded the management's thanks to the Finance Committee and particularly the lay members for their input and the value that they added. Court's thanks to the Committee were also recorded.

CRT/2018/56.1.2 Capital Projects

Court noted an update on capital projects. The Finance Committee had approved 6 capex applications at its last meeting: New Build Adam Smith Business School - additional funding for fees £611k; Tay House Level 1 Fit Out £1.2M; Gilmorehill / James Watt / JWNC Silicon Etch Tool £830k; Gilmorehill / SAWB / Levels 1 & 3 Reconfiguration £776k; Gilmorehill / James Watt / JWNC Semiconductor Etch Tool £622k; and Purchase of Irradiation Platform (SARRP) £200k.

CRT/2018/56.1.3 Financial reports

Court noted an overview of performance as at 30 April 2019.

The report was noted, including the executive summary.

CRT/2018/56.2 Estates Committee

The Committee had approved Capex applications relating to: new-build Adam Smith Business School for additional funding for fees £611k; James McCune Smith Fire Suppression Installation £4.32M; SAWB/Level 1 & 3 Reconfiguration £776k; Tay House Level 1 East Wing Fit Out £1.2M; Equipment JWNC Semiconductor Etch Tool £622k; Equipment JWNC Silicon Etch Tool £830k; and Equipment Purchase of SARRP Irradiation Platform £549k (with funding from grants and external sources).

Members had received a presentation and had discussed the capital plan review, with Committee members giving support for continuation of the review prior to the next meeting.

The chair of the Estates Committee, Ronnie Mercer, added that the Committee was continuing to require assurances in relation to current capital projects remaining within budget. The Adam Smith Business School was being brought forward as a priority project, about which Court would receive further details through a briefing at the strategy day in September. Mr Mercer highlighted the revenue budget of £15.7M, which had been fixed for five years. There was currently a substantial backlog of maintenance works; a detailed report on this had been requested for the Committee. It was requested that the University risk register be reviewed with regard to this area, in the context of the section on reputational matters, Court noting a comment that the issue was very important in the context of the student experience; and that consideration be given to including a section on environmental matters in the register.

The report was noted.

CRT/2018/56.3 Audit & Risk Committee

At its recent meeting the Committee had: noted a review of the Admissions process was to be undertaken; received internal audit reports on: Transparent Approach to Costing (TRAC); the donations process; secure migration of IT services to the Cloud; and sub-leasing arrangements. The

Committee had received an update on a whistleblowing case. The chair of the Committee, Heather Cousins, advised Court that the Committee had since agreed that the case could now be closed.

The Committee had also: agreed the 2019/20 internal audit plan; approved an update to the Risk Management policy; and received the updated University risk register. Ms Cousins noted that the Committee had welcomed the new format and updated content of the register. Given that there were ongoing SMG updates to the register, it would come to Court for discussion in October rather than to the present meeting.

The Committee had also approved the proposed external audit approach for the financial year to 31 July 2019.

The Committee had discussed its annual self-assessment; the outcomes had been broadly satisfactory with one item being followed up with University management, relating to an assessment of value for money considerations, to include assurances about, and demonstration of, how this area was addressed by the University.

The report was noted.

CRT/2018/56.4 HR Committee

The HR Committee had received a briefing on the Staff Student Service Design (S3D) Programme and an update on the Facilities Service Review. The Director of HR had provided a strategic update which had included briefings on: USS pension developments; national pay negotiations 2019-20; Brexit; the Technician Commitment; strategic talent and acquisition; and Equality and Diversity. There had been a presentation on HR systems developments and the latest HR analytics.

HR Committee had received the minute of a recent JCCN meeting; the minute was noted by Court.

The chair of the Committee, June Milligan, highlighted two area of focus for the Committee at its last meeting that related to significant enablers for the University, both future focused. These related to: new technology allowing for new and different forms of service for students in the James McCune Smith Learning & Teaching Hub (S3D programme); and the Facilities Service Review, which would identify different ways of working and of approaching roles, with an emphasis on staff and student experience.

The report was noted.

CRT/2018/56.5 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular relating to: developments in understanding the BAME student experience; services for student support and wellbeing, and the development of a Student Wellbeing Framework; and student intake numbers.

The co-chair of the Committee, Lauren McDougall, highlighted the successful SEC awayday that had been held jointly with the Learning & Teaching Committee. Recommendations arising from it would be taken forward in the coming year. Court would be kept informed.

The report was noted.

CRT/2018/56.6 Remuneration Committee

The Committee had discussed: current operating principles; P&DR and recognising contribution outcomes from 2017/18; the current landscape relating to Vice-Chancellor remuneration; SMG expenses; and Voluntary Severance and Salary Augmentation approvals since the last meeting.

Ahead of the Committee's work in the autumn, Court agreed additions to the Committee's operating principles; these had been included to reflect recent broader conversations in the sector and discussions regarding the depth and breadth of the potential talent base. The principles would now also include the following:

To draw on and be informed by good practice from across and outwith the sector.
To take account of national HE pay settlements.
To take account of internal talent management and succession planning considerations and the wider issues of recruitment and retention at a senior level.

CRT/2018/56.7 Health, Safety and Wellbeing Committee

The Committee had received an update on meetings with onsite contractors. The Committee had covered its usual range of business in reviewing standard reports on Occupational Health activities, audit updates, accident reporting and employee counselling. The Committee had discussed a paper relating to lessons learned from an incident involving a parcel bomb received at the University. The Committee had also reflected on the fire at Notre Dame cathedral, noting that Estates had good systems in place for fire emergencies.

The Committee had received a summary of a recent emergency planning exercise. The chair of the Committee, David Duncan, thanked those who had been involved in the exercise.

The Committee had heard that the HSE were seeking input from HEIs aimed at benchmarking a management standard approach to managing stress at work. The Director of Health, Safety & Wellbeing would be co-ordinating a response.

The report was noted.

CRT/2018/57. Communications from Meeting of Council of Senate 6 June 2019

Professor Neal Juster (Senior Vice-Principal and Deputy Vice Chancellor) had provided the Council of Senate with a summary of the 2019-20 Draft Budget and four-year financial forecast. The University Secretary had updated the Council on the work of the Mental Health Group and the actions that had been taken since the introduction of the Mental Health Action Plan in 2017. The Council of Senate had received a report from the Student Experience Committee (SEC) meeting held in May. The Council of Senate had approved the University's REF2021 Code of Practice.

The Council of Senate had also received updates on the Scottish Higher Education Budget for 2019-20, USS, funding for EU students and the progress of Ordinances relating to the composition of Senate and Court.

The Council of Senate had also noted communications from the Court meeting held in April 2019.

Professor Jill Morrison, Clerk of Senate, advised that a comment received during the consultation period on the Ordinances, which related to diversity matters and which had also been referred to earlier in the meeting, had been addressed through providing assurances about reflecting equality and diversity through recruitment processes to Senate. With regard to transitional arrangements if the Ordinance on the composition of Senate was not approved by 1 August, the Council of Senate would be retained if required and dissolved once the Ordinance was granted. The terms of reference for the bodies were very similar and existing Council of Senate members would continue on the 'new' Senate for the remainder of their term. Professor Morrison thanked past and current members for their work.

The communications from the Council of Senate were noted.

CRT/2018/58. Any Other Business

No other business had been advised. The Convener referred to a recent advertisement for non-executive board members of the SFC; details would be provided to Court members.

CRT/2018/59. Date of Next Meeting

The next meeting of Court will be held on Wednesday 9 October 2019 at 1.45pm in the Senate Room. The Court Strategy Day is Monday 16 September.

Court Context Card 9 October 2019 - Principal's Report	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
Paper Description	Report on HE and University matters
Topic last discussed at Court	Last report to Court was June 2019
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	NA
Timing	Various
Red-Amber-Green Rating	Various
Paper Type	**For information / discussion**

Paper Summary	Updates on areas listed in the paper as follows:	
	1.World Changing Glasgow Transformation programme	A report is annexed (Annex 1). The CTO Chris Green will attend the meeting
	2. Student Admissions including RUK	
	3.Higher Education Developments	
	Brexit	
	Audit Scotland report	
	Post-18 Funding review in England	
	4. Universities Superannuation Scheme USS/Pensions update	
	5. Clyde Waterfront Innovation Campus (CWIC)	
	6. Dumfries Campus Consolidated Outcome Agreement 2019-20	The Outcome Agreement is annexed (Annex 2)
	7. University Rankings	
	8. Senior Management Group changes	
	9. Key activities	
Topics to be discussed		In line with paper's headings
Action from Court		For discussion/information
Recommendation to Court		
Relevant Strategic Plan workstream		Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to achieve		NA
Most relevant Secondary KPI it will help the university to achieve		NA
Risk register - university level		Item 1 : Risk 1B Finance- Failure to maximise organisational efficiency and effectiveness, control expenditure and achieve savings targets
		Items 2&3: Risk 2A Government policy - Developments in UK Government policy adversely impact on University's financial position or ability to maintain and enhance its competitive position
		Item 4: Risk 1A Finance - Failure to maintain and enhance income generation to meet the University's increasing commitments
		Item 6: Risk 2B - Developments in Scottish Government policy adversely impact on University's financial position or ability to maintain and enhance its competitive position
		Item 7 - Risk 5 Reputation - Failure to maintain and enhance the reputation of the University in the context of league tables, academics, peer groups and other key stakeholders
Demographics		
% of University		Items mainly relate to the University as a whole
Operating stats		
% of		
Campus		All locations
External bodies		EU; UK Government; Scottish Government; SFC; USS; Glasgow City Council
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		

Court - Wednesday 9 October 2019

Principal's Report

Items A: For Discussion

1. World Changing Glasgow Transformation programme

Court may recall that there was a milestone World Changing Glasgow Transformation update last October, following the appointment of the Chief Transformation Officer (CTO) earlier in 2018 and the recruitment of the team to develop and drive the programme.

A briefing paper on further progress and developments is attached **(Annex).** Court members also received an update as part of the paperwork for the Court Strategy Day. Neal Juster and the CTO Chris Green will attend the Court meeting to present key points.

2. Student Admissions including RUK

Undergraduate
The total undergraduate (UG) intake for 2019 is predicted to be 4,861 student registrations against a target of 4,785 on 1 December 2019. This compares to an intake figure of 4,900 in 2018. Home/EU funded places are on target with an outlook of 3,406 students vs 3,403 target.

MD20
MD20 1 December outlook (including part-time students) is 425 students. This intake is +20 on the 405 target. External Relations continue to work with Colleges to further enhance our recruitment and support of this group of students through our adjusted offer and pre-entry support programmes.

RUK
Following a successful Clearing campaign, RUK outlook for 1 December is 699 against a 718 target. RUK applications were down this year as a result of demographic challenges within the 18-year-old cohort in England and increased competition across the sector. Clearing activity accounted for 17.5% of recruited students. Improved recruitment and conversion of this group of applicants remains a priority for External Relations and Colleges and the previous short-life Clearing taskforce has been re-established as a UG focused Conversion taskforce for the 2020 recruitment cycle.

<u>International</u>
International UG intake outlook predictions are significantly above target at 756 against a 664 target. 36.3% of the intake progressed into Year 2 from GIC.

Postgraduate Taught Entry (excluding PDGE)
Based on a pattern of increasing applications and offers, the PGT intake outlook is forecast to be up 12.6% for International students (4,058 students vs 3,605 in 2018) and 6% for Home/EU students (2,194 vs 2,070 in 2018). Controlled selection and offer making were in place for Adam Smith Business School and the School of Mathematics and Statistics for 2019. Further refinements to these controls have been discussed with Schools to ensure that both quality and diversity of our PGT students are optimised for 2020.

3. Higher Education Developments

Brexit
The sector has continued to lobby the government on implications for our staff and student communities and research.

The Russell Group has been critical of the UK government's immigration plans in the event of a no-deal Brexit, since they will affect universities' ability to recruit students and staff from the EU. The plans say that in the case of a no-deal Brexit, those wishing to enter the UK from the European Economic Area and Switzerland will be able to obtain temporary immigration status for three years (European Temporary Leave to Remain). The option will be available until the end of 2020. EU citizens wishing to stay on in the UK after their status expires will be subject to a new points-based immigration system, similar to that of Australia.

The Russell Group has argued that students wanting to enrol on courses longer than three years would have no guarantee of being able to stay in the UK to complete a course. This is particularly concerning for our UG programmes in Scotland; and for medicine and engineering courses throughout the UK, some other professional degrees, and for most PhD programmes.

The Home Secretary Priti Patel has asked the Migration Advisory Committee to review foreign points-based immigration systems to "advise on what best practice can be used to strengthen the UK labour market and attract the best and brightest from around the world".

The Russell Group and the HE sector as a whole has welcomed the announcement that the post-study work visa will be reintroduced. This will mean that international students may remain in the UK for up to two years after they have completed their course of study. This policy was in place previously but was removed in 2012 and replaced by a rule that permitted students to remain on the UK for only 6 months after completing their studies. The new post-study work visa will be available from 2021. In other words, students beginning UG courses or PG courses of two years' duration or more this academic year will be eligible. Students beginning one-year Masters programmes in 2019 will not be eligible.

In addition, the British Council has issued a warning over Horizon Europe access, saying that damage to UK research is unavoidable if the country is unable fully to link with the EU's research and development programmes after Brexit. The Council's report, *Third Countries' Participation Within Creative Europe, Horizon Europe and Erasmus Post-2020*, analysed existing agreements between the EU and non-EU countries such as Norway, Turkey and the US, but found that none would meet key UK demands - including maintaining economic ties while limiting freedom of movement – and concluded that a new type of agreement may therefore need to be found. The UK has already committed to underwrite all successful bids to Horizon 2020, if EU money is severed by Brexit. (In early August, the Prime Minister also indicated that the government will provide additional funding for scientists and researchers whose EU grant applications have not yet been approved at the time of the UK's departure from the EU). The director of The Alan Turing Institute, Adrian Smith, is leading a project to design a new UK research fund open to researchers from overseas. The Council's report warns that this may not be enough to protect the UK's research sector from damage.

The University community has been receiving regular updates on Brexit-related matters affecting staff and students.

I will update Court at the meeting; the Secretary's report also provides details of local communications.

Audit Scotland report
Court members may have seen the above report, which was published on 19 September. It highlights financial challenges facing some Scottish universities, while referring to three of Scotland's oldest universities – Glasgow, Edinburgh and St Andrews – having reported annual financial surpluses in recent years. Three of the seven modern universities reported deficits in 2014-15, with that number increasing to six in 2017-18. These institutions are more heavily reliant on the SFC grants, which account for over half of their income but have been reducing. Older universities such as Glasgow derive a much lower percentage of their income from SFC grants, receiving larger proportions of their income from research grants.

The three ancient universities above have also increased non-EU fee income since 2014-15 whereas a majority of modern universities have seen decreases. Most universities are planning to increase this income stream to maintain financial stability. The older universities are also more likely to be able to draw on cash, savings and investments to address pressures.

Audit Scotland has recommended that the SFC set targets for its Outcome Agreements and reports on performance against these measures. The report also recommends that the Scottish Government indicate the National Performance Framework outcomes that universities should meet and should monitor and publish details of its investment in the sector.

Post-18 Funding Review in England
At the last meeting, Court heard that the Augar review had been published in May and was advised that although the review was about tuition fees in England, the UK Government's response to it would have implications for Scotland's universities: for example, a change to a maximum fee of £7,500 in England would potentially reduce fee income to Scotland's Universities by around £31m.

If Augar were implemented there would be potential implications for Barnett allocations to the Scottish Government, as I explained to Court in June. Universities Scotland and the Scottish Government has asked SFC to develop an accurate estimate of the impact of the Augar proposals, especially around RUK fees.

The UK Government has not yet formally responded to the Augar review, and the Russell Group continues to lobby on this issue. This will be one of the issues discussed with the new Universities Minister. I will update Court further.

Items B: For Information

4. Universities Superannuation Scheme USS/Pensions update

At the last meeting I reported that USS would be contacting institutions with additional details regarding the contribution rates for members and employers during the 2019/2020 scheme year.

In August, and following a consultation with employers on various options, the Joint Negotiating Committee JNC decided that there should be no change to benefits for the time being. It also decided that the increase in the total contribution rate as a result of the 2018 valuation (funds put into the scheme by employers and members) from 28.3% of salary to 30.7% should be shared 65% by employers and 35% by members, in accordance with the existing scheme rules. The proposed revised contribution rates from October 2019 are 9.6% for members (previously 8.8%) and 21.1% for employers (previously 19.5%).

The USS Trustee has now consulted employers on this; the consultation ran until 9 September, with an outcome that the figures above will be implemented from 1 October this year. The 2018 valuation is now complete, and we await the Pension Regulator's response. There will be a valuation in 2020, but if this is not concluded on time there will be a large step increase in the total contribution rate. It is also hoped that the Joint Expert Panel (JEP) established by UCU and UUK will issue its second report by the end of 2019, in time to influence the 2020 valuation process.

5. Clyde Waterfront Innovation Campus (CWIC)

Court will be aware of proposals for regeneration of the Govan area. The Clyde Waterfront Innovation Campus (CWIC), just to the north of the Queen Elizabeth University Hospital, has the potential to be a key development for future years, which plays to two of our areas of exceptional research strength – Nano and Quantum Technologies and Precision Medicine. This presents an opportunity for the University to build on its existing presence in an area which is set for major regeneration. Two significant funding bids have been submitted to the Strength in Places Fund administered by UKRI, one in each of these areas, and both centered on CWIC. Both have a number of partners and will require the development of capital assets to ensure successful delivery. The Precision Medicine bid currently contains sufficient funds to deliver the capital element – but there is a risk the costs may rise depending on ground conditions or movements in construction inflation. The Nano and Quantum Technologies bid currently has an identified shortfall with

respect to the capital element. We have made it clear to our partners that the University should not be regarded as a funder of last resort. The projects will be subject to normal governance processes and approvals if awarded.

However, the profile of the projects, relationships with key stakeholders, a commitment of £27m from the City Deal, and the University's pivotal role means that I must acknowledge the challenges to withdrawing from either project. A decision from UKRI on the funding bids is not expected until April 2020 at the earliest, and CWIC will feature in an appropriate category within the revised Capital Plan. The projects have also been discussed by Finance Committee.

6. Dumfries Campus Consolidated Outcome Agreement 2019-20

Court approves the University's updated Outcome Agreement on an annual basis; this sets out what the University will deliver in return for Government funding.

We also work with other HE providers in Dumfries to produce a Consolidated Outcome Agreement for the activities on the Dumfries Campus. The document's focus is on the contribution made towards improving life chances, supporting world-leading research and creating sustainable economic growth in the South West of Scotland.

The text of the Agreement for Dumfries was not finalised until after this year's June Court meeting. It was approved in early July under Court's delegated powers (under standing orders) by the Convener of Court, University Secretary and me. The document is as **Annex** for information.

7. University Rankings

International League Tables
The University has been placed 67th in the QS table (up from equal 69th); and 99th in the Times Higher Education (THE) World Rankings, compared to 93rd last year and 80th in the previous year. The obvious risk is that the University's position in the THE table continues to fall, and an action plan is in place to ensure that our position as a world top 100 University is maintained. I can elaborate on this at the meeting.

UK League Tables
At the June Court meeting, we had details from two UK League Tables: the UK's Complete University Guide (up to 18th from 24th); and the Guardian league table (up 10 places to 14th).

On 22 September the Times/Sunday Times Good University Guide was published and the University was placed 16th in the UK (up one place from 17th). This was based on the 2019 NSS figures.

Looking at the metrics, Glasgow improved substantially for Student/Staff Ratio by 19 places from 41st to 22nd. Our rank position also improved for four other metrics: Staff to Student Spend, Degree Completion, Good Honours and Entry Tariff. These improvements offset our weaker NSS

performance and ultimately ensure the University retains its top 20 position. It is clear that to retain or increase the University's position in future years, improvement in the NSS is vital.

In the subject level rankings, Glasgow ranked 1st for the following subjects:

- Animal Science (1st in 2020 and 2019)

- Dentistry (1st in 2020 and 2019)

- Drama, Dance and Cinematics (1st in 2020 and 4th in 2019)

We ranked 2nd for the following subjects:

- Celtic Studies (2nd in 2020 and 7th in 2019)

- Civil Engineering (2nd in 2020 and 2019)

- Nursing (2nd in 2020 and 1st in 2019)

- Social Policy (2nd in 2020 and 15th in 2019)

- Veterinary Medicine (2nd in 2020 and 2019)

8. Senior Management Group changes

At the last meeting, I advised that interviews for the new VP and Head of College Social Sciences had taken place on 11 June. Court members were advised by email later that month that Professor Sara Carter OBE had been appointed. Sara started in her new role on 1 October. She was previously Associate Principal (Learning & Teaching) at the University of Strathclyde and Professor of Entrepreneurship at the Hunter Centre for Entrepreneurship, Strathclyde Business School.

At the last meeting, I also advised Court that following a change to Professor Frank Coton's VP portfolio, a new role for Vice-Principal (Learning and Teaching) had been advertised. Professor Moira Fischbacher-Smith was appointed, with Court members being informed by email in early July. Moira was previously Assistant Vice-Principal (Learning & Teaching) and Professor of Public Sector Management in the Adam Smith Business School.

9. Key activities

Below is a summary of some of the main activities I have been involved in since the last meeting of Court, divided into the usual 4 themes: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events. I have, in the main, provided brief headings and can expand on any items of interest to Court.

Academic Development and Strategy
1 July: Internal discussion around the innovation agenda, with the VP (Corporate Engagement & Innovation) and selected members of SMG.

4 July: Chaired interviews for Professor in Mathematical Analysis.
19 August: Met with a distinguished Professor in Water Engineering, based in Singapore, who is collaborating with Glasgow colleagues.
19 August: Met with potential professorial candidate in MVLS.
19 August: Internal brainstorming meeting to inform development of University's Knowledge Exchange Strategy.
20 August – 30 September: PDR meetings with SMG members.
16 September: Court Strategy Day.
1 October: Chaired Senate Business Committee.
7 October: Met with the Director of Programme Delivery from the World Changing Glasgow Transformation team to review the Strategic Risk Register, with particular reference to the risks which I own.
8 October: Attended the internal Income Growth Working Group.

Internationalisation Activities
25 June: Meeting with Professor Harlene Hayne, Vice-Chancellor University of Otago, and colleagues as part of their visit to Glasgow.
16 July: Dinner with the Omani Ambassador to discuss potential educational links with the University.
23 August: Met with Sir Hilary Beckles, the VC of the University of the West Indies, and signed an MOU committing to collaboration between the two universities. Launched Hunterian exhibition "Call and response: the University of Glasgow and slavery". Witnessed unveiling of a plaque connected to the University's historical links to slavery. This event attracted a great deal of positive media coverage and encompassed internationalisation, promoting the University and communications. The exhibition can be viewed in the University Chapel until 31 January 2020.
28 August: Hosted dinner for senior colleagues visiting from Singapore Institute of Technology.
3 September: Hosted dinner for a delegation from Lower Saxony in Germany. The delegation was led by the Lower Saxony Minister of Science and Culture, and comprised University Presidents from the region. The Scottish Minister for Further Education, Higher Education and Science also attended and spoke at the dinner. Discussed potential collaborations between Scottish universities and Lower Saxony and particularly our strategic partnership with Leuphana University.
10 September: While attending THE World Summit in Zurich, met with the President of the National University of Singapore to discuss further collaboration.
5 October: Attended event organised by Chinese students in Glasgow and gave a brief welcome speech. Also in attendance were the local MP, and the Lord Provost of Glasgow.

Lobbying/Policy Influencing and Promoting the University
USS Board activities
20 June: USS Trustee Board Meeting
10 July: USS Investment Committee Meeting
17 July: USS Trustee Board Meeting
18 July: Meeting with members of the Joint Expert Panel convened to scrutinise the valuation of the USS scheme
20 September: Conference call with USS Board

24 September: USS Board meeting with the Joint Expert Panel
25 September: USS Investment Committee meeting

Russell Group activities
27 June: Chaired Russell Group Board Meeting
12 July: Phone call with consultant re Russell Group Board effectiveness review
17 July: Attended Russell Group summer reception with Universities Minister Chris Skidmore MP and winners of ERC grants
2 September: Follow up phone call with consultant re Russell Group Board effectiveness review
25 September: Hosted Russell Group small dinner with other Russell Group VCs. The speaker at the dinner was Chris Whitty, Chief Scientific Adviser for the Department of Health and Social Care.

Muscatelli Report for Scottish Government
Held a number of meetings to discuss the progress of my report for Scottish Government into how Universities can add value through collaborations with industry:
5 July: Meeting with the Chief Scientist (Health), Scottish Government
18 July: Meeting with UKRI's Head of Strategy Coordination
18 July: Meeting with new CEO of Scottish Council for Development and Industry
23 July: Conference call with Scottish Government Cabinet Secretaries and Ministers
27 August: Meeting with the Cabinet Secretary for Health and Sport
28 August: Meeting with the Principal of Edinburgh College.

Other
26 June: Participated in a panel discussion at an event hosted by the Royal Conservatoire around "Shaping Scotland's Place in the 21st century through HE and the Arts" alongside the Cabinet Secretary for Culture, Tourism and External Affairs, the Principal, Royal Conservatoire of Scotland, and the Chair of the V&A Dundee.
27 June: Spoke at the Festival of Higher Education, University of Buckingham.
28 June: Met with consultant undertaking evaluation of the Glasgow City Region Infrastructure Fund.
2 July: Introductory meeting with incoming Director for External Affairs in the Scottish Government.
2 July: Participated in production of a promotional film clip for recruitment of Chair of Scottish National Investment Bank.
3 July: Made a welcome speech to guests to the Arts & Humanities Research Council Regional Annual Dinner held in Kelvingrove Art Gallery.
4 July: Hosted a private dinner for selected members of the Arts & Humanities Research Council, the German Research Foundation and University colleagues.
9 July: Met with new Principal of Dundee University.
16 July: Phone call with Director of the National Institute of Economic and Social Research.
18 July: Attended roundtable with the OECD and Core Cities UK on UK urban productivity.
22 July: Met with Chief Executive of Cancer Research UK.
21 August: Along with senior colleagues, attended joint meeting and dinner with Edinburgh's Principal and equivalent senior colleagues, to continue discussions on deeper collaborations between the two universities.

26 August: Welcomed the First Minister to the University where she met with colleagues in the College of Science and Engineering and launched the Scottish Government's 5G strategy.

26 August: Attended the Edinburgh Book Festival and the closing ceremony of the Edinburgh Festival, as a guest of Royal Bank of Scotland.

27 August: Met with Scottish Government officials regarding the Standing Council on Europe.

28 August: Met with the Chief Executive of the Scottish Institute for Enterprise and the VP Learning & Teaching, to discuss enhancing graduate skills.

29 August: Institute of Directors dinner: gave a presentation on the benefits to cities of having a major university – based on material presented at the European Cities and Strategic Planning Conference I attended in Turin earlier in the year.

30 August: Lunch with the incoming principal of Queen Margaret University.

30 August: Meeting with Scottish Government officials to discuss the Cairncross Review into a sustainable future for high-quality journalism, and academic research in this area.

2 September: Met with Principal of Edinburgh University and senior colleagues from Scottish Funding Council.

2 September: Dinner with UK Nations & Regions Director, BT and Head of Policy, BT Group, to discuss strengthening the University's collaborations with BT.

9-12 September: travelled to Zurich to speak at the THE World Academic Summit. Participated in a panel discussion on the topic of "Allowing talent to thrive: how do we create the conditions for creative researchers to realise their full potential and make the next big breakthrough?". I also gave an interview with a French HE research magazine *AEF Info - Enseignement supérieur & recherche.*

11 September: Shortlisting meeting as selection panel member for the position of Chair of the Scottish National Investment Bank.

16 September: Hosted the UK Secretary of State for Education who visited the James Watt Nanofabrication Centre, received a briefing on Precision Medicine activity, and also met with representatives of Universities Scotland during his visit.

17 September: Helped to conduct interviews for the Chair of the Scottish National Investment Bank.

18 September: met with the Trustees of Cancer Research UK, as part of their visit to the Beatson Institute at Garscube, and spoke on the topic of the HE funding environment at their dinner.

23 September: chaired meeting of the Commission on Economic Growth for the Glasgow City Region

24 September: Phone call with Directors of the Board of Governors of the Beatson Institute for Cancer Research.

26-28 September: attended the Pontignano Conference in Certosa di Pontignano, Italy, organised by the FCO, British Embassy and the British Council in Italy – co-chaired by former Universities Minister Lord Willetts and former Minister for Economic Development Carlo Calenda. The topic of the conference was "Navigating the New World: Strategic Challenges and choices for the UK and Italy".

2 October: Attended Scottish Funding Council Finance Committee meeting.

2 October: Chaired plenary meeting of the Scottish Government's Standing Council on Europe.

3 October: Phone call with Director of Industrial Strategy at BEIS.

7 October: Via teleconference, attended a meeting of the UKRI Arts & Humanities Research Council Creative Industries Advisory Group.

8 October: Attended a meeting with Times Higher Education regarding data University rankings and data analysis.
8 October: Regular meeting with Scottish Enterprise.

Internal activities and Communications and Alumni events
19-28 June: Presided over graduation ceremonies at Gilmorehill, and on 3 July I presided over Dumfries campus graduation.
25 June: Spoke with consultant from the Knowledge Partnership as part of University's Reputation Survey project (the consultant has conducted internal interviews and is currently interviewing external stakeholders)
25 June: Meeting with Shang-jin Wei, Professor of Finance and Economics at Columbia University, New York. Professor Wei was visiting Glasgow to give a public lecture in the Adam Smith Business School.
5 July: Attended official topping out ceremony for the James McCune Smith Learning Hub.
9 July: Hosted retirement reception for Vice Principal and Head of the College of Social Sciences Professor Anne Anderson.
10 July: Meetings with London-based major donors.
11 July: Meeting with Chicago-based major donors who were visiting the University.
17 July: Attended dinner with London-based donors.
18 July: Meeting with Kezia Dugdale, new Director of the John Smith Centre for Public Service.
19 August: Hosted retirement event for Professor Sir Michael Bond, attended by University colleagues, former colleagues and major donors.
26 August: Having accepted an invitation to become a Trustee of the Walton Foundation, I attended their AGM.
29 August: Met with the incoming VP/Head of College of Social Sciences.
30 August: Met with the new Deputy Director of HR.
2 September: Interviewed by a journalist from Italian newspaper la Repubblica.
2 September: Met with major donors visiting from Singapore and their children. The children are very interested in studying Medicine at Glasgow – they also met with the VP/Head of College of MVLS.
5 September: Hosted dinner for alumni, donors and prospective donors in San Francisco.
13 September: Hosted retirement reception for the Head of my office, Alec Scrimgeour.
18 September: Recorded a video message for the start of the new academic year, welcoming new students to Glasgow.
19 September: Introduced Professor Sir David Spiegelhalter FRS – guest lecturer for the Bowman Lecture in the School of Mathematics and Statistics.
23 September: Spoke at the Henry Dyer memorial event held in the Senate Room. Henry Dyer was an engineer who graduated from the University of Glasgow in the 1870s. He founded the Imperial School of Engineering in Tokyo, which later became part of the University of Tokyo, and resulted in the establishment of the oldest university Electronic Engineering Department in the world.
24 September: Regular meeting with the SRC Executive.
24 September: Met with the incoming Head of School of Social and Political Sciences.
30 September: Gave an introduction to Policy Scotland Lecture delivered by David Martin, former MEP, regarding the Scottish Citizens' Assembly.

1 October: Chaired internal Fundraising Advisory Board meeting to discuss progress with fundraising campaign.
1 October: Met with HR colleagues and Secretary of Court to discuss proposed new University policies re Caring Responsibilities and Flexible Working.
7 October: Co-hosted dinner with Roy Leckie, at Walter Scott HQ in Edinburgh, in connection with the fundraising campaign.
8 October: Meeting with Prof Deirdre Heddon, Deputy Head of the College of Arts, to discuss a possible University-wide project for International Women's Day.

10. Senior Management Group business

In addition to standing (which now includes Brexit Contingency Planning) and regular items, the following issues were discussed:

SMG Meeting of 24 June
- Facilities Services review

SMG Meeting of 1 July
- Capital Plan review
- University Innovation Fund – response to Internal Audit

SMG Meeting of 8 July
- NSS 2019
- Epidarex Fund III
- Deans for Global Engagement

SMG Meeting of 16 July
- Strategic Risk Register
- University of the West Indies – possible areas of collaboration
- Proposal to move May Bank Holiday 2020 to coincide with VE Day anniversary celebrations

SMG Meeting of 23 July
- NSS 2019

SMG Meeting of 21 August
- Strategic Risk Register
- European Universities Initiative
- Small Animal Veterinary Clinical Service: Business Plan Proposal
- Admissions Update
- World Changing Glasgow Transformation – update
- Honorary Degrees for Commemoration Day nominations

SMG Meeting of 26 August
- Capital Plan review

- Admissions: Predicted 2019 PGT Intake
- Review of PhD Thesis Pending Fee
- Joint PhD Programme with University of Edinburgh

SMG Meeting of 2 September
- Capital Plan review
- Strategy 2020-25 Consultation: Emerging Themes from the Academic Units
- Annual Assurance Statement on Compliance with Concordat to Support Research Integrity
- Design Week proposal

SMG Meeting of 9 September
- Capital Plan review
- Board of Review Recommendations: 2019/20 Promotions Round
- SFC Upskilling Initiative
- School of Interdisciplinary Studies: IT Provision

SMG Meeting of 17 September
- Strategic Risk Register
- Climate Emergency and University position
- HR Data Analytics & Trend Analysis at July 2019

SMG Meeting of 23 September
- REF Operations Group – Report to SMG

SMG Meeting of 30 September
- Capital Programme update
- Future Toxicology Provision
- Sustainability Working Group – update

SMG Meeting of 7 October
- Capital Plan review

World Changing Glasgow Transformation – Update for Court

1. Overview

The purpose of this paper is to provide an overview of progress to date since the transformation strategy *'Enabling Excellence'*, was signed off in October 2018.

The paper is structured as follows:

- What are we setting out to achieve and why?
- How we will assess the impact and benefit to the University of the investment in WCGT?
- What has been achieved to date, what lessons and insights can we draw from Year 1?
- When will we deliver benefits and impact for staff and students beyond Year 1?
- What are the big challenges that we need support on at a whole University level?

There will be a short presentation to address key points on the paper at the Court meeting on 9th October.

2. What are we setting out to achieve and why?

WCGT is helping prepare the University for the future in a world that is increasingly dynamic, competitive and global. Working with colleagues across the University we have started to transform our people, structures, processes and systems so they can better respond to and shape this environment.

The ambition for WCGT is we:

"*will be the catalyst for pioneering change and enabling excellence across the University of Glasgow. Our core value is to develop and engage our people to help them shape the higher education institution of the future*"

The key themes we are using to ground that vision are:

- Significantly improving the quality of services provided to the University community

- Improving value for money and efficiency to support greater investment in our strategic imperatives

- Enabling a culture focused on service excellence and collaboration

The current portfolio is illustrated below.

WCGT Portfolio Summary

Project	Purpose
Smart Campus	Creating a world-changing, connected and vibrant university campus, with social, technological and economic impact for the city of Glasgow.
Assessment & Feedback	Improving the experience for all those involved in assessment and feedback at the University via redesigning how we undertake assessment & feedback
Student Forecasting & Enrolment	Enhancing the Year 1 and beyond student enrolment experience and enable effective decision-making and course selection.
Professional Services	Designing services to meet the user's needs, improving the quality of the service delivered and reducing cost by amongst other things eliminating unnecessary bureaucracy
Student & Staff Service Delivery	Improving the way we provide services to our students and staff. This includes the new UofG Helpdesk.
HR Recruitment Process	Creating a simpler, more consistent approach to how we manage the end-to-end recruitment process

WCGT is going through a transition period as two projects on the list conclude: Student and Staff Service Delivery was closed in September 2019 having delivered on its objectives. The HR Recruitment Review has completed the design phase and is starting the roll out activity that will run through to the end of the 2019. At the same time, the Professional Services Review is moving from a University wide review to a portfolio of six projects that we will focus on for the next 12 months. Those projects are illustrated below.

Professional Services – Year 1 Project Portfolio

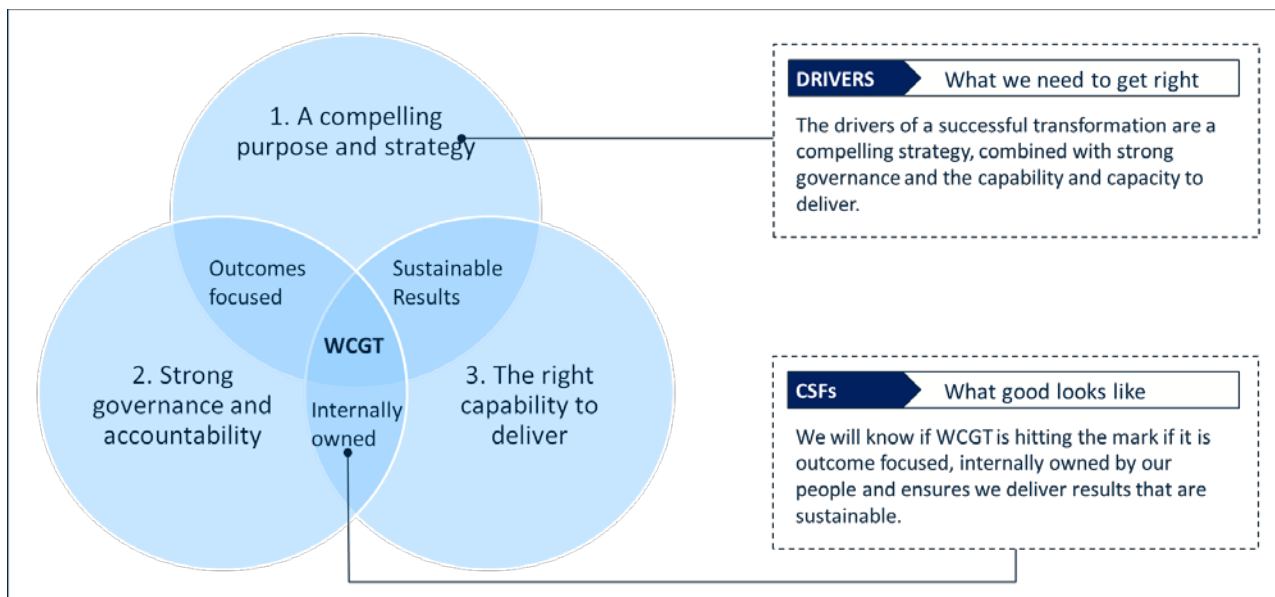| Estates	HR	Learning & Teaching Admin
Improve the overall customer experience of the Estates maintenance and minor works function	Design & implement an HR operating model that will improve service quality & reduce the time & cost of transactional delivery	Develop and implement an effective L&T service framework as a platform to deliver the University's student growth ambition
Student Support & Wellbeing	**Marketing**	**IT**
To develop an institutional and integrated approach to wellbeing and improve the overall service experience	Identify opportunities to implement changes that support us in providing a unified and integrated service which meets the needs of both internal stakeholders and external audiences	Deliver a scalable and high performing IT function though investment in IT infrastructure, service and tools in alignment with the future technology strategy and roadmap

3. How we will assess the impact and benefit to the University of the investment in WCGT?

The framework to assess the impact of WCGT is illustrated below, supported by the KPIs in Appendix 1.

DRIVERS — What we need to get right

The drivers of a successful transformation are a compelling strategy, combined with strong governance and the capability and capacity to deliver.

CSFs — What good looks like

We will know if WCGT is hitting the mark if it is outcome focused, internally owned by our people and ensures we deliver results that are sustainable.

There is always more we can to do improve the drivers. The 'good' news is that most of the work to set-up those drivers is in place or nearing completion. Its good news because most of the WCGT resource is: settled in the University; increasingly focusing on delivery as opposed to setting up the projects and programme and balances internal colleagues who have joined the team with new recruits to the University.

We are recruiting additional secondees to work with us e.g. the introduction of the College Design team. This team is, as the name suggests, a team of experienced colleagues recruited as secondees (c10FTEs at present) from the Colleges who are working with the WCGT team across several projects to help us to design test and assure the proposed solutions.

We have also created a comprehensive approach to how we communicate and engage. This includes the regular use of the channels you would expect e.g. emails, articles in MyGlasgow, interviews with the WCGT Board and so on through to more innovative mechanisms including developing a Change Network of just under 400 people who are interested in helping deliver change; regular student engagement sessions (currently focusing on understanding the student experience via capturing the diary of events and experiences) and on to hosting a Design Week 28th – 31st October. The rationale for Design Week is to make it as easy as possible for colleagues and students to see what is happening via workshops and presentations to comment and contribute to that thinking and give us their perspective on what we need to address.

4. What has been achieved to date, what lessons and insights can we draw from Year 1?

The spend on WCGT to date as at end July 2019 was **£2.1m** (including the 17/18 spend).

In addition to defining the programme, setting up the 6 projects and recruiting the team, the headline outcomes and impact completed during Year 1 is summarised below. There is much more to come over the next few years so this should be treated as a first review point that we are focusing on the right things. The financial benefits outlined below need to be treated with considerable care: they are indicative and will be tested further via the benefit realisation plans we are developing with the respective sponsors.

Additional evidence on progress is in the feedback from the review conducted by Marc Gray from Imperial College (Marc was the Transformation Programme Director for Imperial between 2015-2019) who reflected that in his opinion:

- We are building a team with a strong programme design and delivery capability
- The first year has focused on establishing the foundations of capability, awareness, and leadership support.
- We are aligning in-flight initiatives and projects to the programme to reinforce the sense of a collaborative University wide transformation as opposed to a centrally imposed, top down programme
- A growing number of staff are being engaged and developed through the **Change Network** and community of practice as well as project boards, building capability to deliver and sustain change
- There is general support and willingness to engage and contribute to the transformation projects from across the University. This needs to turn into ownership and action
- Putting the user at the centre of the design process and building a co-creative approach is distinctive and well supported.

All of that is positive and a lot of people are working hard to take this forward and deserve positive feedback for the effort and commitment shown to date. However, we need to balance that by acknowledging that resistance to change is inevitable and hence change takes longer than people expect and it has taken time to recruit and build the internal team to deliver change. What that means is that we have taken longer in some cases to get to the heart of the issue and demonstrate meaningful change at scale for colleagues.
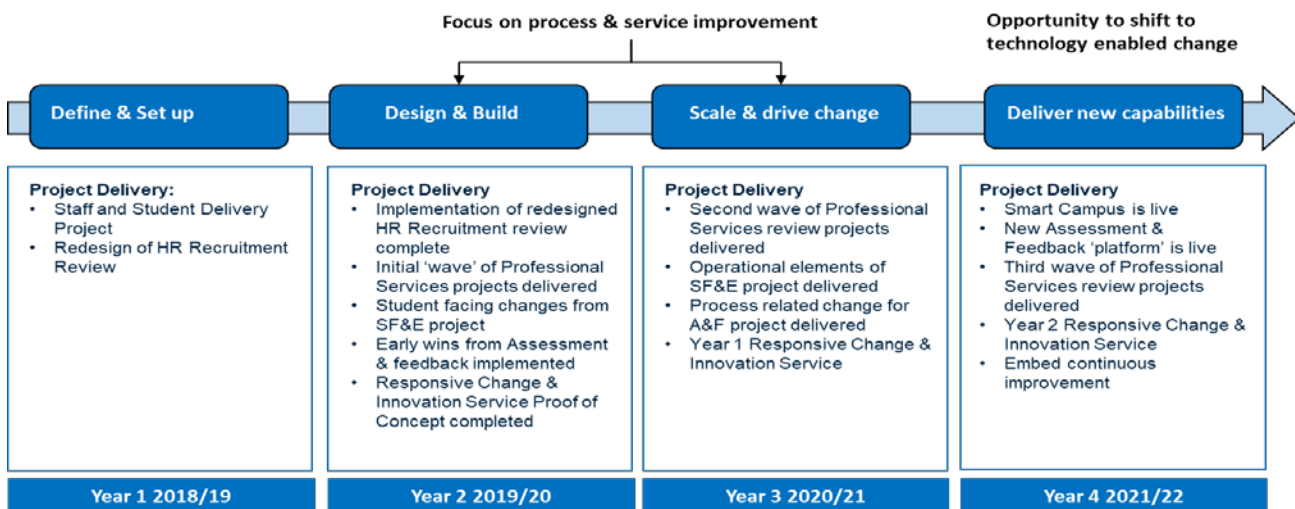
Year 1: Draft Impact Assessment

Impact of Resources

Quantifiable - Cash				
Project	**Benefit**	**Measure**	**£000s**	**Note**
SSSD	"Right first time" approach; Service excellence	0.78 FTE - 1 process	37	FTE saving not in original scope
HR Recruitment	"Right first time" approach	12.2 FTE savings (Est)	643	New Ivanti system; Reduced effort estimated
FMR	"Right first time" approach	Reduced time & effort	750	Target included in budget 2020/21
Total:			**1,430**	**Full Year Effect GBP**

Quantifiable - Non-Cash			
Project	**Benefit**	**Measure**	**Note**
SSSD	Service excellence; Improved reputational metrics (resolution time)	80.40%	Support emails - reduced by new Ivanti process
SSSD	Service excellence; Improved reputational metrics (resolution time)	87.50%	Response emails - reduced by new Ivanti process
SSSD	Service excellence; Improved reputational metrics (student survey)	Not started	Targeted survey to be launched
ESMS	Service excellence; Improved reputation metrics	Not started	Number of processes moved to model solution
FMR	"Right first time" approach	Not started	Ave. time taken to complete task
FMR	Enhanced customer focus	Not started	Improved reputational metrics
FMR	Service excellence; Improved reputation metrics	Not started	Ave. time taken to complete task; Reputational metrics
HR Recruitment	Enhanced customer focus	Not started	Improved reputational metrics
HR Recruitment	Service excellence; Enhanced customer focus	Not started	Ave. time taken to hire; Reputational metrics

Qualitative			
Project	**Benefit**	**Measure**	**Note**
SSSD	"Right first time" approach; Service excellence	Achieved	Launch of Reach-Out Student Support
SSSD	Service excellence	Not started	Standard suite of MI reports & data capture
ESMS	Operating model for wider UoG support services	Achieved	Used as model in Professional Services projects
FMR	Service excellence; Improved reputation metrics	Not started	Roll-out of Facilities Services model
HR Recruitment	Switch to Ivanti software - one system from multiple	Not started	Go-live pending
HR Recruitment	Visibility of process; Data capture of process time	Not started	Go-live pending

5. When will we deliver benefits and impact for staff and students beyond Year 1?

Looking beyond the impact in Year 1, the first area to focus on is the timeline for the delivery of benefits for staff and students. The diagram below summarises the benefits diagram provided in Appendix 2. Illustrating the impact in this way emphasises the focus on process and service improvement over the next two years (accepting we will never 'finish' improving professional services, it's more about the appetite to invest in ongoing change) ahead of the opportunity to introduce new capabilities, mainly through the proposed technology related investments for Smart Campus and Assessment & Feedback.

Overview of benefits timeline

Focus on process & service improvement

Opportunity to shift to technology enabled change

Define & Set up	Design & Build	Scale & drive change	Deliver new capabilities
Project Delivery: • Staff and Student Delivery Project • Redesign of HR Recruitment Review	**Project Delivery** • Implementation of redesigned HR Recruitment review complete • Initial 'wave' of Professional Services projects delivered • Student facing changes from SF&E project • Early wins from Assessment & feedback implemented • Responsive Change & Innovation Service Proof of Concept completed	**Project Delivery** • Second wave of Professional Services review projects delivered • Operational elements of SF&E project delivered • Process related change for A&F project delivered • Year 1 Responsive Change & Innovation Service	**Project Delivery** • Smart Campus is live • New Assessment & Feedback 'platform' is live • Third wave of Professional Services review projects delivered • Year 2 Responsive Change & Innovation Service • Embed continuous improvement
Year 1 2018/19	**Year 2 2019/20**	**Year 3 2020/21**	**Year 4 2021/22**

4

6. What are the big challenges that we need support on at a whole University level?

WCGT has completed Year 1 of Enabling Excellence (signed off in October 2018). There are several lessons taken on board to improve how we do things and improve the staff and student experience as quickly as possible. That said, the proposition is that the programme and the team is making good progress against the original intent to create an internal transformation capability. The evidence for that is the progress to put in place good foundations, deliver some benefits as early as possible and maintain the buy in of the wider University community.

However, the difficult challenges are still ahead of us and we need to be realistic about the scale of the challenge and the risks to delivery. With that in mind this final section identifies the big-ticket challenges and barriers the WCGT Programme faces that we need support to enable progress:

- **Appropriateness** - Is the University wide ownership and leadership of change as effective as it needs to be and are those in leadership positions all pulling (within reason) towards the same goals and objectives for WCGT?
- **Impact (value for money)** - One outcome from the investment in WCGT is to enable the delivery of the projected £8m per annum savings from 2020/21. Is that intent clear enough in terms of respective roles & responsibilities between Finance, the 5 budget holders and WCGT?
- **Capability and Capacity to deliver** - The approach to date has been to manage the WCGT resources to remain within the agreed budget, using that to prioritise which projects to take forward. To make that work at the scale intended by Enabling Excellence, we need to make sure there are consistent and effective partnerships with key services e.g. HR/Finance/IT/Planning & BI and Colleges
- **Sustainability** - Do we have all the right plans and support in place to embed the changes for the long-term? Typically, this would be demonstrated by defining, agreeing and securing the investment to run an effective development programme.
- **Enabling Infrastructure** - The timeline of benefits reinforces the dependency on being able to invest in and implement large scale investment in our core IT infrastructure to provide a modern, joined up architecture. Likewise, the lack of confidence in data prevents us from making informed, accurate and timely decisions.

The plan to address each of these key challenges is to work with SMG by the end of December to confirm the priorities are correct, who is accountable for addressing the challenge and the practical actions we need to put in place to mitigate.

Appendix 1– Draft Critical Success Factors

The table below provides the latest draft on how the critical success factors translate into measurable outcomes. It brings together many of the discussions held on benefit types and project scopes over the past few months into a single view across WCGT.

CSF	Outcome	Benefit/KPI
1. Outcome focused	Improved student experience	Responding to key sources of feedback (e.g. NSS) to inform how we can contribute to improving the student experience.
	Improved staff experience	Responding to key sources of feedback e.g. the staff survey, Cubane, Professional Services service survey to understand how we can contribute to improving the staff experience
	Supporting research	Freeing up time to win and deliver additional grant income
	Supporting Teaching	Freeing up time to teach and develop new course material
	Service Excellence	Adopting more consistent service delivery models to enable better decisions at the right time. Developing 'shared services' for transactional services where appropriate.
	Cost Reduction	Identifying the current cost to serve, looking into opportunities to reduce cost via headcount reduction, process improvement, better and more consistent use of IT, removing duplication, reducing bureaucracy.
	Avoiding future costs	Improving the utilisation of our assets, improving how we source goods
2. Internally owned	WCGT works in partnership with the University	Shared sponsorship of projects, mixed resourcing model e.g. core team balanced with secondees
	Compelling communication and engagement strategy	Two-way communication channels i.e. the voice(s) of the Staff and Students is part of the design of new services, the change and the implementation of the change e.g. Change Network
3. Delivering results that are sustainable	Enhancing the culture and behaviour	Tailored training and development programme that enables the goals of Inspiring People and Enabling Excellence. Designing in appropriate measures to P&DR to deliver WCGT across the University.
	Building capability for the longer term	Changing (for the better) how we do things at the University, upskilling colleagues in change and how to lead services.

Appendix 2 – Benefits Roadmap

The diagram below has been presented to the WCGT Board on several occasions. It is intended to provide a single view of when the different projects are expected to deliver positive benefits for staff and students.

As context, we described seven benefit types that we believe can be delivered through the WCGT Portfolio as follows. Some projects have also identified an additional benefit, that of revenue generation. At this point that has not been included until we have had an opportunity to test and challenge the realism of that as a benefit (because it could skew the assessment too far to the positive at an early stage).

The benefits realisation strategy is a critical tool for the successful implementation of the strategy and has been developed to identify benefit owners and the process by which benefits are realised e.g. by reducing budgets in line with delivery of the changes anticipated in each project. The benefits we are setting out to deliver through WCGT include:

1. **Improved student experience** – responding on key sources of feedback e.g. NSS and others to address challenges such as how we assess and feedback, how we ensure there is appropriate mental health and wellbeing support as well as the experience provided in key student facing buildings such as the JMS, Fraser building and library.
2. **Improved staff experience**: responding on key sources of feedback from staff such as the staff survey to make it easier for staff to do their jobs, appropriate mental health and wellbeing support, improved understanding of the potential for different and more appealing career paths
3. **Supporting research** – freeing up time to win and deliver additional grant income
4. **Supporting teaching and learning** – freeing up time to teach, develop new course material
5. **Service excellence** – adopting more consistent service delivery models, more visible and effective information to we make better decisions at the right time, effective use of shared services for transactional services
6. **Cost reduction**: identifying the current cost to serve in key areas, confirming the preferred level (i.e. we don't need everything to be at the highest quality and therefore cost) looking into opportunities to reduce cost via headcount reduction, process improvement, better and more consistent use of IT systems, removing duplication, reducing bureaucracy.
7. **Avoiding future co**sts: whether that's through improving the utilisation of our assets, improving how we source goods and services to make sure we are minimising our spend wherever possible.

The draft benefits realisation strategy that shows how each of these relates to the outcomes for the projects is maintained by the WCGT team and used at a working level with the relevant project team. As described in the body of the report, discussions with Finance have identified an opportunity to test this with the benefits realisation plans for the Facilities Services Review and HR Recruitment Review.

Bringing all that together in relation to the big picture view of benefits is illustrated in the diagram below.

University of Glasgow

WCGT Benefits Roadmap
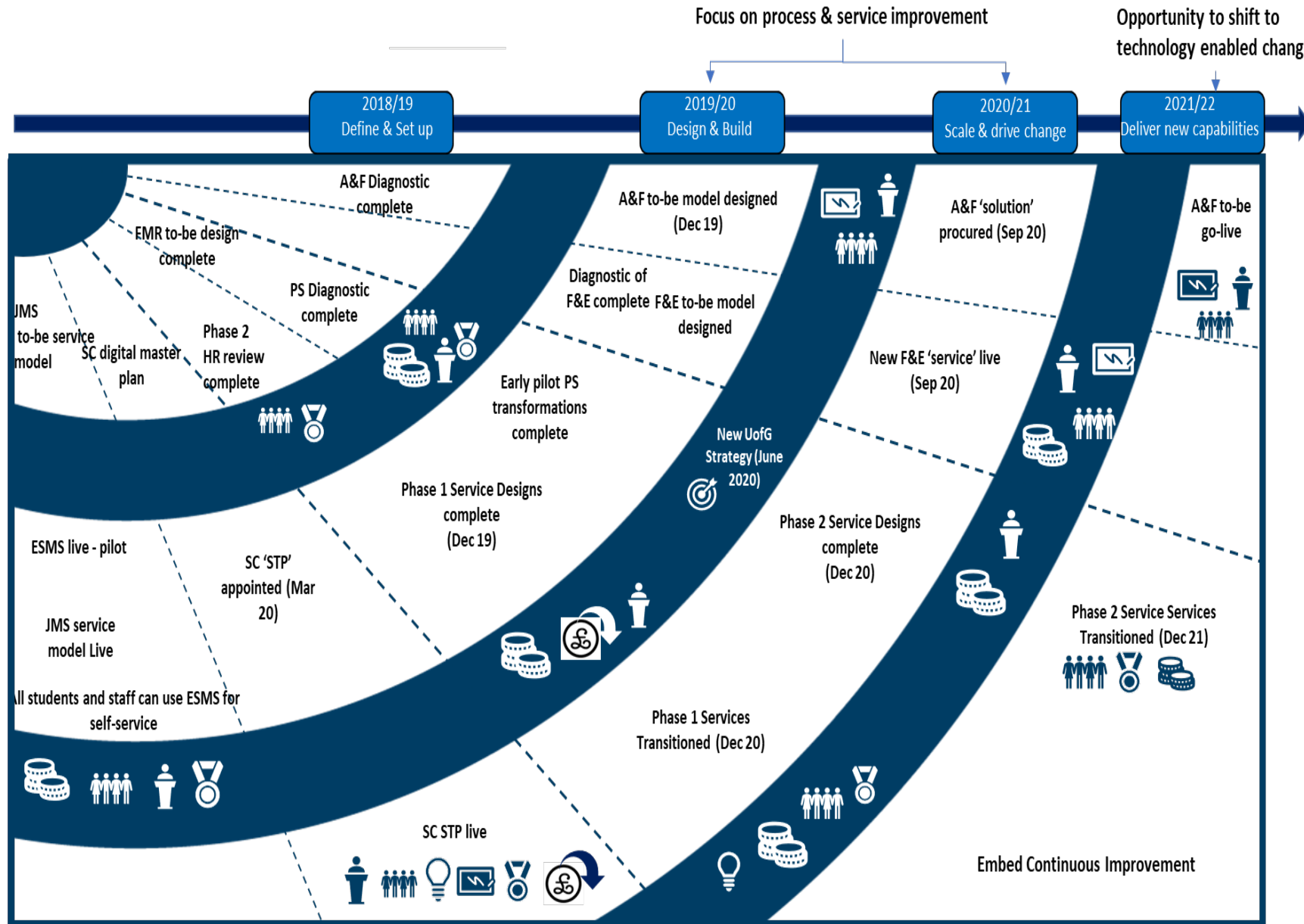
Crichton Campus
Consolidated Outcome Agreement 2019-20

A "vibrant Crichton as part of a vibrant South of Scotland"

Building on the unique collaboration and strengths of the academic institutions of the Crichton Campus

Shaping the future for the region

Crichton Partners HE Students in 2017-18

2,350 Total higher education students studying with Crichton partners in Dumfries and Galloway in 2017-18

University of Glasgow

365

The UoG delivers the full range of academic provision, including 'Summer School for Access, 3 undergraduate programmes, 6 PGT programmes, CPD and Research Degrees

UNIVERSITY OF THE WEST of SCOTLAND UWS

440

63% of UWS students at Crichton were studying Nursing/Health Science courses

SRUC

130

The SRUC Dairy Research & Innovation Centre, which aims to develop sustainable systems of dairy production and to support the industry with expert advice & training, is also based at the Crichton Campus

Dumfries & Galloway College

720

There were an additional 6,075 further education enrolments at Dumfries & Galloway College

The Open University SCOTLAND

615

10 Dumfries and Galloway schools and over 90 pupils participated in The OU in Scotland's Young Applicants in Schools Scheme.

Student Demographics

30% were male

70% were female

50% of the 2,350 Crichton students were between 16 and 24 years old

The age profile ranged between 16 and 75 years old

100% of OUiS students study *part-time*
74% of the other Crichton students were studying *full-time*
Overall, 55% of HE students in Dumfries were studying *full-time*

All figures sourced from SFC HESA records

Contents

Consolidated Crichton Outcome Agreement: Introduction

The Consolidated Crichton Campus Outcome Agreement is a unique collaborative document between college and university partners to provide further and higher education opportunities in the region. It also seeks to develop the research and knowledge exchange capacity in the region through the strengths of the Crichton Campus.

The Consolidated Outcome Agreement for the Crichton Campus is an agreement between the Scottish Funding Council and the Crichton academic partners. These are The Open University in Scotland (OUiS), Scotland's Rural College (SRUC), Dumfries and Galloway College (DAGCol), University of Glasgow (UoG); University of West of Scotland (UWS). The Outcome Agreement for Crichton is *consolidated* from the main Outcome Agreements for each of the institutions involved and a section on each partner's commitments is included in this document. The Outcome Agreement for Crichton is supported by the wider CCLG partners of The Crichton Trust, Crichton Foundation, Crichton Carbon Centre, Dumfries & Galloway Council, NHS Dumfries & Galloway, Scottish Enterprise and Skills Development Scotland.

A collaborative approach

Through their presence on the Crichton Campus, the academic partners provide access to undergraduate and postgraduate study, training and skills development, and research opportunities in the region through a distinctive educational partnership. Each academic institution has its own strengths and contributes to the unique arrangement that is the Crichton Campus.

The Crichton Campus Leadership Group (CCLG) was established in 2013 by the Scottish Government and is supported by the Scottish Funding Council to facilitate a distinctive response to the education, training and skills needs in Dumfries and Galloway. Through engagement with all key stakeholders, including academic partners, the CCLG has an important role in identifying potential activity and supporting efforts to maximise the collective impact of the Crichton Campus for the wider economic benefit of the region.

The Joint Academic Strategy Group (JASG) facilitates interaction between the CCLG and the academic partners and enables institutions to share strategic visions and to plan for institution specific and collaborative provision at the Crichton Campus and across Dumfries and Galloway. Both the CCLG and JASG respect the individual institutions' autonomy and their direct relationship with the Scottish Funding Council.

The Crichton academic partnership is an important economic driver for the South West of Scotland. The contribution higher and further education have to make to the economic development and future sustainability of the region is fundamental.   The institutions connected to the Crichton Campus provide opportunities for research, knowledge exchange and innovation. The educational and academic offering has resulted in new and additional jobs in the region. Overall, around 80 businesses and 1,400 individuals are employed on The Crichton.

A partnership approach has enabled development of a critical mass in student numbers, activity and funding leverage that would otherwise not exist. There has been steady growth in student numbers. In 2017/18, there were 2,270 higher education students and a further 7,450 enrolments to further education at the Crichton and across the region. Although a high proportion of learners are local to the region, the Campus also benefits from a growing number of learners from the rest of the UK and international students, choosing the Crichton Campus, as their preferred location for study. The following table provides a summary of student numbers per institution during 2017/18.[1]

Institution	Number of HE Students	Number of FE enrolments
Dumfries & Galloway College	720	6,075
SRUC Barony Campus	130	1,375
The Open University in Scotland	615	
University of Glasgow	365	
University of the West of Scotland	440	
Total Number of Students Enrolled to Study across the Crichton academic partners	**2,270**	**7,450**

The Universities of Glasgow and the West of Scotland have received funding for specific student places for Crichton from SFC since 2001. The SFC also provides support for shared services infrastructure costs on the Campus which benefit students from all partner institutions. In recent years the collective capacity of the academic partners to attract strategic funding to activity in the region has intensified. An additional £2m provided by the SFC has supported partnership initiatives such as the South of Scotland Knowledge Transfer Partnership (Skills Utilisation); Crichton Institute; the Crichton Campus Development Manager post; and two current part-time roles to support the Crichton Campus Leadership Group.

Quality of Provision

There has also been success in securing significant funding in support of research activity including support through the Bill and Melinda Gates Foundation in support of SRUC research and development work relating to dairy livestock breeding; from the Welcome Trust for a major four-year end of life study led by the University of Glasgow; and EU INTERREG VA funding for a cross border partnership between UWS, Dundalk Institute of Technology and Queen's University Belfast to research the causes, treatment and potential prevention of COPD.

The Crichton Carbon Centre has also attracted major European grant funding and the Scottish Funding Council has supported the research element of the National Centre for Resilience.

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[1] Source: SFC analysis of HESA and FES data

The University of Glasgow's School of Interdisciplinary Studies on the Crichton Campus generates between £11.4m and £14m expenditure in the economy and, makes a contribution to total economic activity of between £5.8 and £8.9m in GVA[2]. The University of Glasgow employs 40 academic and 15 administrative staff, who live and work in the region, and these staff lead world-leading research and interdisciplinary collaborations across the globe in areas of specialism that include environment, culture, health, social policy, education, tourism, resilience, sustainability, and end of life studies. Additionally, the University of the West of Scotland is estimated to generate £13.5 million GVA locally and stimulate 129 jobs.

The academic partners have also identified entrepreneurship and entrepreneurial skills as an area of opportunity for collaboration across the South of Scotland. Each of the academic institutions develops and fosters entrepreneurship as a key graduate attribute, deliver skills-based learning and related research, work with business, industry and Third Sector. Crichton partners will collaborate, drawing on their strengths, to provide a comprehensive offer to promote entrepreneurial education.

South of Scotland Enterprise

Recognising the unique challenges faced in the region, the Scottish Government has committed to establish South of Scotland Enterprise (SOSE) with a fresh approach and new regional focus on social and economic development to meet the needs of the South of Scotland. Through its model of supported distance learning, The Open University in Scotland is well suited to service remote and rural environments and has identified significant opportunities to work across both Dumfries and Galloway and the Scottish Borders.

The Crichton Campus has a significant strategic contribution to make to the new enterprise agency for the South of Scotland, drawing on the strengths of the academic partners to explore new partnerships and innovative practices across the wider region. For example, ongoing work stemming from the Care Campus research project has the potential to re-frame the challenge of an ageing society to recognise and harness the significant economic asset which is an ageing population.

In 2018, significant investment of £6.6m for the South of Scotland Skills and Learning Network was provided to Dumfries and Galloway College in partnership with Borders College from the interim South of Scotland Economic Partnership. This project aims to overcome barriers to providing equitable and accessible learning opportunities across the South of Scotland, through the creation of a sustainable digital infrastructure and the utilisation of flexible learning opportunities accessed through high quality learning centres and a hub and spoke model of provision. This will include the creation of a Care STEM hub at both Dumfries and Galashiels; Renewable Energy and Engineering STEM hub at the Dumfries Campus; a smaller Engineering STEM hub in Stranraer; and Construction STEM hub at Hawick.

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[2] The Economic Impact of The University of Glasgow Dumfries Campus
Crichton Institute, 2018 https://www.gla.ac.uk/media/media_595315_en.pdf

The commitment of Dumfries and Galloway College in delivering this project is in line with the ambitions of the Crichton Campus partners for education and skills in the South of Scotland.

Regional Context

The rural context of the South of Scotland is crucially important in reflecting the specific character and nature of the region. The South of Scotland is different compared to other parts of Scotland and internally within the region. There are a wide range of place specific factors which present challenges and therefore require a bespoke response[3]. The region is particularly vulnerable to changes in the external environment, which have an impact on access to skilled labour. Developing an optimistic outlook is critical to maximising opportunities and to thrive in a turbulent and unpredictable environment. The region is diverse, with key sectors being crucially important to the economy and the appetite for risk amongst small and micro businesses low. There is a need to cultivate a culture of ambition to foster success. There are also several non-skills issues which indirectly impact on the region's labour market skills challenges.

The economy of the South of Scotland and Dumfries and Galloway is characterised by low productivity; lower than average weekly wages; a higher than average proportion of small and micro businesses; a relatively high proportion of self-employment; and relatively small numbers of entrepreneurs and start-ups (as measured by the growth in the number of businesses). However, one of the most significant challenges for the South of Scotland has to be the demographic imbalance, where over the next ten years, it is forecast that the working age population will continue to decline, whilst at the same time there will be an increase in people over retirement age.

The region has a very self-contained labour market with low levels of out-commuting, reflecting isolation from major employment centres. With fewer people in the labour market, supporting continued workforce development and retaining skilled people within the workforce will be important in raising productivity and avoiding recruitment and replacement difficulties.

Strategic Priorities for The Crichton

In response to a request from the Deputy First Minister and Cabinet Secretary for Education and Skills, the Crichton Campus Leadership Group (CCLG) has developed a strategic Statement of Ambition, which sets out the collective vision and ambition; a shared set of strategic aims; and practical outcomes, which The Crichton partners are seeking to achieve.

The academic partners are committed to contributing to the economic, social and cultural life of Dumfries and Galloway and the wider South of Scotland, by:

- supporting efficient learner-focused pathways through school, FE and HE – including postgraduate and research degrees;

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[3] South of Scotland Regional Skills Investment Plan (2019)

- attracting people to the region from other parts of Scotland, the wider UK and internationally; and
- increasing research capacity and interdisciplinary collaboration on the Crichton Campus.

Scoped within four strategic themes, there are a number of key projects and initiatives which are ripe for development to support a vibrant knowledge exchange community at The Crichton.

Priority - Collaboration	
Themes	**Commitments**
1 – Sustaining and Growing Equitable and Accessible Learning Opportunities - The Learner Journey - Increasing Higher Education Provision in the Region - Creating a Culture of Enterprise	Commitment to delivery of a breadth of learning opportunities and range of learner journeys in subject areas that are of importance regionally, nationally and internationally. Commitment to increase regional delivery of degree level study in sectors of key economic importance and, where funded places are the appropriate route. Commitment to explore opportunities for collaboration with academic partners across the South of Scotland and beyond.
2 – Student Experience	Commitment to improving student experience at the Crichton Campus Commitment to promoting opportunities at Crichton Campus.
3 – Increasing Research Capacity and Interdisciplinary Knowledge Exchange Collaboration	Build on existing strengths and niche areas of expertise, through co-operation, building relationships with leading innovation institutions and organisations to realise The Crichton as a place for research, entrepreneurship and collaboration Develop a sense of community for PGR staff and students connected to the Crichton Campus through the different institutions.
4 – The Crichton as a World Site for Business Innovation and Collaboration	Adopting a "whole ecosystem" approach to developing an intergenerational "campus" that provides an age-friendly, low carbon and tech-enabled place for living, working and studying, as well as participating in cultural, social and physical activity.

Dumfries and Galloway College

Our vision is:
Inspiring our People, Businesses and Communities to be successful.

Mission
One College, One Team where:
- Learners come first;
- The changing needs of the economy are met; and
- Innovation, collaboration and creativity are core to what we do.

Through delivery of our six key outcomes, we will:
- Provide opportunities to access and progress through education and training at all levels.
- Deliver education and training that is a route to employment and career development and is aligned to local and national economic need.
- Be the first choice for recruitment, training and development of the work force.
- Enable communities to grow and develop through local education and training.
- Support more businesses to start-up, grow and diversify.
- Enable people to build their independence and confidence in a supportive environment

Articulation
Dumfries and Galloway College is a partner in a unique and successful collaboration between Universities and Colleges on the Crichton Campus. The presence of Universities within the region has been welcomed and Dumfries and Galloway College was the first College to be awarded direct articulation into the 2nd year of a University of Glasgow degree programme.

One of the most significant challenges facing the college is the lack of advanced standing articulation opportunities in Dumfries and Galloway. Currently we have 8 associate places with University of Glasgow. It can be difficult to reach articulation agreements with universities because of the low numbers involved in each curriculum area. Understandably, it is far easier for universities out with the region to concentrate on larger and closer colleges. This is supported by the recently published annual report from Professor Scott where he states universities should commit to substantially increasing the number of transferring HN students they admit.

The college will continue to pursue the idea of an Academy of Care with The Open University in Scotland, and will work alongside other partners to help to progress this idea.

The "Get That Degree" project provides the opportunity for the two colleges in the South of Scotland to work in partnership to establish greater HE opportunities in the region such as the creation of local HE academies, established in partnership with universities, focussing on key sectors for the regional economy. Delivery would be in college using a combination of college and university resources. Both colleges have identified STEM as a key sector for development in their regions, and for the nation.

There is currently a new proposed articulation route within creative industries from Dumfries and Galloway College into Glasgow School of Arts (GSA) degree courses and both institutions have signed a Memorandum of Understanding for this development with delivery starting in 2020. Ideally, GSA would consider taking students from the HND course and deliver the degree element at the College. This would allow all creative art students equity of opportunity, and not just those who are able to move to Glasgow to complete their degree. Offering the final two years of a BA Hons Creative Arts in Dumfries may also attract students from outwith the region who will benefit from the region that many artists choose to live and work in, for example, Kirkcudbright, 'The artists' town'.

Developing the Young Workforce and Employability
The College continues to examine the "learner journey" in full, from the transition from school into FE or HE and further academic progression, whilst taking into account the desires and needs of the people within our region. We work closely with the 16 secondary and many of the primary schools in our region, but the remote and rural nature of our region can present difficulties. Regular meetings between the Heads of Curriculum and DYW regional programme director take place.

The College plays a key and very proactive role within our Regional Groups and commits significant time and resources to supporting these. Given the size of the college, it is particularly challenging to find the capacity to maintain this, particularly as all of the DYW funding is allocated to the regional group and college funding is for teaching. Local Industry forums are being initiated in various sectors including Engineering, Construction and Hospitality. The college is involved by informing the forums of appropriate qualifications available. It is anticipated that these forums will participate in curriculum design.

Dumfries and Galloway College works with a range of partners across the region in terms of the development of Employability opportunities and Skills across the region. This partnership arrangement includes Dumfries and Galloway Employability and Skills team, Community Learning and Development teams, Skills Development Scotland, the Open University, the Local Chamber of Commerce DYW team, Schools across the region including the E Youth Guarantee Partnership group.

The College aims to play a leading role in the South of Scotland Enterprise Agency. We will work innovatively with partners to ensure that appropriate skills development opportunities are in place to enable business to develop under the umbrella of South of Scotland Enterprise. This will include developments in Social media and transferrable skills via CTS for companies, accessing the College Innovation fund to support business development and developing tailored solutions such as through our Energy Centre.

The Open University in Scotland

The Open University in Scotland continues to upscale its contribution at the Crichton Campus and more generally across Dumfries and Galloway, and has laid a firm foundation for further developments over the next three years.

The OU in Scotland does not receive any specific funding from the Scottish Funding Council to support its partnership work with the Crichton Campus. It would enhance our work if we had funding to support a post physically located in the region.

- We will continue to play a full and active role in supporting the Crichton Campus, through the Joint Academic Strategy Group. We believe The OU in Scotland makes a valuable contribution in expanding the curriculum offer in the region, opportunities for college articulation, and strengthens the capacity of the sector to contribute to widening access across the region.
- We will continue to explore how the OU in Scotland can make a distinct offer to employers in the region to help them upskill their workforce and to contribute to the local economy. We are establishing links with a number of umbrella organisations in the locality, building on the strong networks established by the Crichton Campus Leadership Group and the Crichton Campus Development Manager.
- The OU in Scotland is committed to widen access to higher education by providing pathways from college to an OU degree. We have a partnership agreement in place with Dumfries and Galloway College with routes for all HNC/Ds to progress to OU qualifications and we aim to continue increasing the number of students articulating to The OU in Scotland in 2019/20. We undertake an annual review of this partnership.
- We continue to build on our widening access outreach work, including our network of Open Learning Champions via third sector organisations, Community Learning and Development, and other key local stakeholders.
- The OU in Scotland's Young Applicants in Schools Scheme (YASS) allows students in the final year of secondary school to experience higher education level study in school alongside their other subjects. YASS has proved to be a very attractive curriculum addition and bridging programme for schools in Dumfries and Galloway.
- We will continue to run a wide range of knowledge exchange and public engagement events on the campus. We have run successful events for those working in education and in the health and social care field and we are looking forward to a number of events related to autism delivered by OU specialists in autumn 2019. Where appropriate, we will work in collaboration with Crichton Campus partners in such events.
- We intend to further strengthen our use of the Learning Space for OU students hosted in Dumfries and Galloway College. We will also work in collaboration with local students to explore ways of strengthening peer support and a sense of OU student community.

Knowledge exchange and innovation activities in Dumfries and Galloway and the wider South of Scotland Region.

Over the period of this Consolidated Outcome Agreement, The Open University in Scotland will work to enhance our UIF outcomes and our collaborative activity with industry, the public sector and the third sector in the region.

- We will continue to build our expertise in knowledge exchange, stimulating new opportunities and increasing demand throughout Scotland.
- We will further develop our work in Dumfries and Galloway as a strategic priority area for The OU in Scotland and will continue to focus effort on contributing to the academic partnerships at the Crichton Campus.
- We have carried out a needs audit in Dumfries and Galloway to better understand opportunities in the region, so that we can more effectively target our efforts in the region and increase our knowledge exchange offer by providing more academic led events on contemporary issues.   Aligning our work to Scottish Government priorities, we will focus on SMEs and the third sector.
- In collaboration with other academic partners on the Crichton Campus, we will continue to develop a virtual Academy of Care for the region. This proposal also has significant strategic "buy in", across the health and social care sector, and has potential to become an exemplar pan-South of Scotland Enterprise Agency project.
- We have fully engaged with the Skills Investment Plan for the South of Scotland – including engaging in the wider work of the South of Scotland Enterprise Partnership (SOSEP), through the Crichton partnership and in the consultation of the development of the new agency. We will actively seek out opportunities to engage with the South of Scotland Enterprise Partnership to help them deliver on their aspirations in the early years of the new agency.
- With other academic partners across the South of Scotland, we will develop effective learning solutions using digital platforms. This includes providing our expertise and knowledge to help the development of a recently funded Digital Hubs project involving our partners: Dumfries & Galloway College and Borders College.
- Working alongside the other academic partners, we will support the work to promote entrepreneurial education throughout Dumfries and Galloway. We will promote our new badged online course *Entrepreneurship - from Ideas to reality* to as a wide an audience as possible – and via other partner organisations.

Scotland's Rural College

- Where appropriate, focus our schools' activities in communities less likely to enter further and higher education to encourage pupils to consider careers in the rural sector. Collaborative, multi-partner schools annual residential event 'Planning For Your Future' incorporates SRUC working with Crichton academic partners to offer school pupils across the region most at risk of disengaging with education the opportunity and awareness of FE and HE pathways available to them within Dumfries and Galloway.
- Ensure that progression routes both within SRUC and with other providers allow seamless progress of learners from FE to HE pathways. Possible opportunity to develop pathways within current D&G STEM strategy group reviewing STEM education and training and connecting with labour market, i.e. Engineering with DAGCOL/SRUC. SRUC also part of the Senior Phase Working Group reviewing strategic vision for senior phase curriculum delivery across Dumfries and Galloway, opportunity to develop with academic partners progression routes for senior phase school pupils.
- SRUC interacts with Widening Participation officers / teams at other institutions and, going forward, seeks to increase and intensify engagement. This is challenging given our involvement in multiple schemes nationally, but we will seek to consolidate our efforts to greater effect overall as part of our commitment to widening participation.
- SRUC's relationships with its regional college partners create choice for the local population. The continued recruitment success of HND Business Management Ayrshire College students into the third year of the Rural Business Management degree at the Ayr campus demonstrates that SRUC offers attractive, alternative, land-based progression opportunities for those studying main-stream higher national courses. This approach is being further explored at Barony campuses with South of Scotland regional colleges.
- SRUC seeks to enhance and enrich engagement with secondary schools in some of the more disadvantaged areas of Scotland to help pupils understand the range of career opportunities in rural Scotland, linking to Government priorities. SRUC has been working with the Royal Highland Education Trust (RHET) to reach and engage with primary schools at many of RHET's Food and Farming days, developing new resources to engage with this age group, such as the "From Cow to Cone" story of ice cream production.
- SRUC is fully and positively engaged with Developing Scotland's Young Workforce e.g. D&G STEM Strategy Group, Senior Phase Working Group and actively promote SRUC programmes. DYW and Chamber of Commerce sponsor and support annual SRUC Student Entrepreneur Award – offers opportunity to student aspiring to explore business venture with the support of the local Chamber of Commerce and The Prince's Trust.
- Continue to build on our top ranking in Research Power for Agriculture, Veterinary and Food Science in Research Excellence Framework (REF) 2014 by seeking to grow the excellence and impact of our research via mentoring, strategic investment in new posts, and stimulating and monitoring impact from an early stage in preparation for REF 2021
- Our research ethos is strongly collaborative, and we have a long history of industrial, NGO and academic partnerships, locally and internationally. Maintain engagement with the public through key events, in particular to a schools audience with a defined schools engagement KTE strategy, with the purpose of delivering a defined relevant programme of

KTE from our R&D programme to facilitate (a) awareness of the rural industries & current issues (b) contribute to appropriate curriculum development in schools. Funding for these activities will be maintained at 10% of SFC UIF;

- To promote opportunities for entrepreneurial training to our students and staff to engender culture change within the organisation (ie being more innovative and entrepreneurial). Our undergraduate courses supply business skills required for the rural industries. During 2019/20 will have introduced a "safe space" (what we call the "Orchard") where ideas can be grown, tended, cared for and improved upon, very much to allow employees and students to contribute their own ideas towards commercial growth across SRUC. We would use some UIF funding to promote this "safe space". We fully expect that by 2019/20 the "Orchard" will be fully operational, promoting entrepreneurial and commercial training couple with facilities to "grow" commercial ideas. Funding this activity will come from UIF funding from SFC;

- As noted previously we have many direct linkages with the rural industry across Scotland. It is one of our key objectives to support sustainable and sustained economic development of rural communities. In addition we also work at the urban/rural interface. Where appropriate, and depending on the nature of the activity, we will engage with City Deal partnerships and Community Planning Partnerships. We will also encourage partnership with industry and Universities to apply for Industrial Strategy Challenge Funding. In addition we will partner with our industry colleagues for industry led initiatives funded by innovate UK.

- We are actively engaged in collaboration with other Universities and overseas partners to help address the "intractable" global challenges through ODA/UKRI e.g. grand challenges Research Funding. We will continue to build such partnerships and initiatives during 2019/20 e.g. we are involved in a joint project in Malawi with the National Resilience Centre

- An Outline Business Case for the South and West (S&W) Faculty has been published indicating that the preferred option is a single main campus to be located at the existing SRUC site at Barony near Dumfries and that this main campus would use a network of partners to enhance the reach, impact and quality of delivery in the region. This is helping us to achieve our strategy of being more International, building on our existing partnerships across the world, with a focus on Sub-Saharan Africa, eg. Malawi, where we are expanding our dairy and poultry genetics activities with key academic and aid organisations such as the Bill and Melinda Gates Foundation (BMGF).

- In addition to Senior Phase review, opportunity to deliver teacher CPD regarding raising awareness of rural industry careers and education/ training available within the region and across Scotland. Initial discussion taken place with DAGCOL and SRUC to deliver workshop to teachers highlighting range of career paths for school pupils and FE/HE programmes available.

The University of Glasgow

The University of Glasgow at Dumfries, based in the Crichton Campus, is an integral part of the University of Glasgow. In Dumfries, we commit to the same excellence in Teaching and Research and work to implement the same strategic priorities and commitments described throughout this document.

Priority 1 - Widening Access

The core purpose of the University of Glasgow at Dumfries is to create a world class, research-intensive university environment in niche areas matched to the Dumfries and Galloway location, thereby serving regional and national stakeholders whilst working in an international context. Our vision for the Dumfries Campus is for it to be a centre of world-class interdisciplinary teaching, research and lifelong learning. Its areas of specialism include: environment, culture, health, wellbeing, social policy, education and tourism. Our objective is for activity on the Campus to reach the highest academic standards and to support the social and economic needs of the region. We seek to do this from a position of institutional strength that makes it possible for the University to engage with the considerable partnership and collaboration opportunities that are to be found on the Crichton Campus.

University of Glasgow also receive SFC strategic funding which helps support our infrastructure, in particular the Rutherford-McCowan building – this funding is fully utilised. UofG will account for use of this funding through the consolidated annual self-evaluation progress report on Crichton to SFC in October covering the preceding academic year.

Maintain and develop our portfolio of WP schools outreach and adult learner programmes alongside our partnership and collaborative work to widen access to UofG, but also the rest of Scotland. We will expand the findings of our SFC funded Impact for Access project 'Engaging with MD40 pupils in High Progression Schools', which has significant relevance to the Dumfries and Galloway context.

Enhancing and streamlining a fair and accessible learner journey, while ensuring that all young people are able to select from a range of fairly distributed, high-quality post-school opportunities which best match their aptitude and ambition, is a challenge recognised by The Crichton Campus partners as being best tackled collaboratively. Reflecting that, we will continue to support the multi-partnership approach delivering the 'Planning for Your Future' (PFYF) programme which is unique to Dumfries and provides a 3- day residential experience targeted at S3 pupils, who are considering their senior phase choices.

Our presence in Dumfries also allows us to support other key Scottish Government initiatives. For example, by offering Articulation places in partnership with Scotland's Colleges, particularly Dumfries and Galloway College, appropriately qualified HNC students are admitted directly into year 2 of our MA in Health and Social Policy. In this way we provide students from both within Dumfries and Galloway and further afield, the opportunity to study at a world leading university while helping to meet both the Scottish Government's Regional and Accessibility Agenda.

Priority 2 - High Quality Learning and Teaching

In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS and as captured in our institutional KPIs. This includes UofG students at the Crichton Campus.

Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled students, students with caring responsibilities and care leavers. Specific interventions:
- Course-specific buddy schemes;
- School engagement events;
- Partnership working with FE Colleges where Articulation Agreements are in place/are being developed, particularly in Dumfries.

As outlined in our Learning & Teaching Strategy, we are undertaking University-wide activity to enhance interdisciplinary learning and support increased outward mobility. Development of a graduate attributes strategy and recognition scheme leading to revised use of the HEAR. We will monitor the impact these strategies have for our students on the Crichton Campus.

Priority 3 - World-leading Research

We will carry out research audits and activities to enhance production of 4* outputs including, Interim Research Reviews which will appraise REF-readiness to enhance the self-calibration of our quality, and increase the generation of high-quality outputs and impact. We will support an emphasis on 4*-quality through various activities including 4* calibration workshops, masterclasses, and revised promotion and recruitment criteria.

We will develop a forum for sharing research expertise and exploring potential collaborations between campus partners. The University of Glasgow, School of Interdisciplinary Studies, is coordinating and developing a directory of the research interests based on the campus. In addition, the School has broadened an internal Research Forum to include wider partners, with the aim of identifying potential opportunities for increased collaborative research and knowledge exchange activity.

Priority 4 - Greater Innovation in the Economy

Through active participation in RKEC /RCDG, UofG is fully engaged in the shaping of UIF outcomes to meet national priorities and deliver against the plans submitted in January 2016. Glasgow is engaged in developing the UIF Evaluation Framework and is participating as lead for National Outcome 1 and contributor in the National Outcomes 2 to 7 in the RCDG led sector collaboration activity.

Priority 5 - High-Performing Institutions

The University Strategy outlines three values: Passionate, Professional and Progressive, that carry key equality references including;
- Professional - we are committed to embracing diversity and difference and treating colleagues, students, visitors and others with respect.

- Progressive - we believe that studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief.

A review of the approach to joint infrastructure and services being led by University of Glasgow is near to completion.

Our school in Dumfries has received the Athena SWAN Bronze Award and is now implementing the action plan.

UoG	2017-18	2016-17
Number of entrants with known D&G postcodes to UoG HE programmes	UG 110 PGT 34 PGR 5 Total 149	UG 89 PGT 21 PGR 3 Total 113
Number of entrants to UoG HE programmes delivered at the Dumfries Campus (QV HC)	UG 94 PGT 28 PGR 3 Total 125	UG 93 PGT 18 PGR 5 Total 116
Number of Scotland-domiciled HN entrants progressing to UoG programmes at Dumfries Campus	2	3

The University of West of Scotland

UWS remains committed to delivering education across four locations in Scotland: Ayr, Dumfries, Lanarkshire and Paisley. UWS continues to be one of the major providers of higher education in Dumfries and Galloway, serving an area of high priority for the Scottish government.

At the Dumfries campus the proportion of students from SIMD20 postcodes in 2017/18 was 11.7% – more than double the previous year (5.1 per cent), and the proportion of SIMD40 increased by 8.9 percentage points compared to the previous year to 29.6%.

To support recruitment to the Dumfries Campus, there are currently progression agreements with three local colleges in the South West of Scotland for pupils who have taken part in Routes for All, and we are in discussion with several other colleges. The colleges have agreed to offer Routes for All participants guaranteed interviews and early applications. For entry in 2019/20 this is currently being expanded through liaison with City of Glasgow colleges.

At the Dumfries campus in 2018/19, over half of the entrants from college did so with advanced standing – a total of 32 students (58.2%). From 64 UWS undergraduate programmes delivered in Scotland 62 accept articulating students. Work continues to map and match subject areas and identifying gaps in provision, either at HN or degree level in order to facilitate articulation where this is not happening at present. These are carried out nationally (for example Nursing) or at an institution level through UWS' FE/HE liaison subject groups. In two areas, this is not possible due to regulatory frameworks (Midwifery and Teaching). A 2+2 model with guaranteed progression routes to Level 9 Computing Science at the Dumfries campus is currently being explored.

The Dumfries campus had the biggest improvement in retention in 2017/18, increasing by 4.0 percentage points to 89.2% in 2017/18.

83.1% of students based at the Dumfries campus reported overall satisfaction with their experience in NSS2018. Students at the Dumfries campus reported the highest satisfaction with Academic Support (88.5%).

In 2016/17, 100% of Scottish domiciled graduates from the Dumfries campus were in employment or further study. Furthermore, 96.7% of Scottish domiciled graduates from the Dumfries campus were in professional employment or further study; well ahead of the institutional figure of 85.5%.

UWS takes part in a wide range of outreach work involving STEM. For example, UWS will participate in the STEM event 'Bang Goes DG!' which will be held at Easterbrook Hall, Dumfries. The Dumfries and Galloway Fair in 2019 will have a focus on food and drink.

UWS hosts an annual health, nursing and midwifery event at the Dumfries campus for pupils interested in pursuing a career in the healthcare sector. Fifth and sixth year pupils from

across Dumfries and Galloway participate in a range of hands-on workshops and get to talk with academic staff and students from UWS, as well as a range of NHS health practitioners, to find out what it is like to study nursing at UWS and gain an understanding of what it takes to become a healthcare professional in today's modern society.

UWS was recognised in the UK's 100 best breakthroughs for its Dementia Champions programme. Universities UK's campaign – #MadeAtUni – aims to bring to life the impact of universities on people, lives and communities. Scotland's National Dementia Champions Programme teaches qualified staff to become "change agents" in dementia care. The Dementia Champions were developed initially in partnership as a local co-produced initiative in Dumfries and then commissioned as a national programme by NHS NES. There are now over 800 Dementia Champions working to improve dementia care across Scotland.

The Champions programme is one area of work by the Alzheimer Centre Scotland for Policy and Practice (ASCPP) – a collaborative partnership between UWS and Alzheimer Scotland. The main base for the Centre is at the new Lanarkshire Campus with an additional presence at the Dumfries Campus.

Sustainable travel is a key priority. A grant application to Cycling Scotland was successful for new shower facilities at Dumfries campus for Active Commuters.

UWS will continue to invest in engagement with the relevant regional growth deals which are principally:
•   Glasgow City Region Deal – UWS is working with Renfrewshire Council on the development of the Glasgow Airport Innovation Area
•   Ayrshire Growth Deal – UWS is working with South Ayrshire Council on the development of the Aerospace and Space Innovation Centre
•   Borderlands Deal – UWS is working the Dumfries and Galloway Council on the development of a COPD Centre of Excellence

Crichton Campus Leadership Group Members

Court Context Card 9 October 2019 - University Secretary's Report	
Speaker	Dr David Duncan
Speaker role	COO and University Secretary
Paper Description	For information / items for approval; items for discussion if Court wishes
Topic last discussed at Court	Last report was to June 2019 Court
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Medium & Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information
Paper Summary	Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are:
	A1 An update with respect to Brexit.
	A2 An update on recent communications relating to USS
	A3 An update on sustainability / climate change actions at the University
Topics to be discussed	As above plus B items for decision and any B items Court members may wish to discuss
Action from Court	**Specific decisions requested under:**
	B4 Court **is invited to approve** a draft Ordinance relating to General Council Membership and Registration. The Ordinance simplifies/modernises the current Ordinances
	B6 Court is **invited to approve** the rules and nomination process relating to the Rectorial election 2020 (document revised since June 2019 Court meeting)
	B7 Court's **approval is sought** for a recommendation from the Nominations Committee that Dr Craig Daly be appointed to the Remuneration Committee
	B8 Court is invited **to review/approve** the (unchanged) terms of reference and membership of the Organisational Change Governance Group; the relevant document refers to Court reviewing these annually
	B12 Members of Court should contact the Clerk of Senate should they have any observations to make regarding proposed honorary degrees, the details of which will be provided at the meeting on a confidential basis.
Recommendation to Court	As per individual items
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to achieve	NA
Most relevant Secondary KPI it will help the university to achieve	NA
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% Cross University application on several items
	Item A1 all non-UK EU staff (950, 13.2% workforce) and non-UK EU students (3300, 12% students)
% of college	NA
Operating stats	
% of	
Campus	All locations
External bodies	UK and Scottish Governments; EU; USS; Pensions regulator; University of the West Indies
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Pensions legislation; Climate Change (Scotland) Act 2009 ; HE governance legislation/Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	

Court – Wednesday 9 October 2019

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1   *Brexit and University Preparation*

The regularly changing situation is being kept under review. We continue to provide support to our community of EU nationals and to students and colleagues who have study placements or research/teaching relationships with any of the other EU states. There are regular bulletins via the newsletter/email. There is a dedicated University website https://www.gla.ac.uk/explore/euinformation/.

Specific advice for EU nationals on residency and employment issues is available and, in particular, we have invited EU nationals to consider applying for 'settled status' under the EU settlement scheme, with an offer of help and support for those who wish to do so.

We have recently welcomed the Scottish Government's confirmation that the fee status of EU students admitted to undergraduate programmes in Scotland in both 2019 and 2020 will remain unchanged. We do not yet know what the position will be for EU students who begin degree programmes after 2020.   We also welcomed the UK Government's announcement that the cap on Tier 1 'exceptional talent' visas will be abolished.   The UK government has also indicated that, post-Brexit, students from EU countries will be able to apply for three-year study visas. We have made clear that longer study visas are essential to cater for Scottish undergraduate degrees, which are typically four-year programmes.

We are making efforts to maintain and develop our links with partners institutions in other European countries - both through bilateral arrangements (such as those with Leuphana University in Germany and Radboud in the Netherlands) and through the Guild of European Research-Intensive Universities.

The sector continues to lobby Westminster and Holyrood about the implications for HE.

A.2   *USS*

As Court is aware from earlier updates, discussions regarding the future of the USS pension scheme have taking since the 2018 valuation.

At the June meeting, Court was updated on the options for future contributions for employers and employees and about the fact that if no agreement was reached, the USS Trustee proposed to increase contributions to 32.9% from October 2019 (22.5% employer and 10.4% employee).

Those involved in the discussions have include Universities UK (representing employers), UCU (representing staff), the USS Trustee and the Pensions Regulator. There is also a Joint Negotiating Committee (JNC), which decides how contribution increases or decreases will be applied and/or what benefit changes should apply.

Following a consultation with employers on the various options outlined at the last Court meeting, the JNC decided that there should be no change to benefits for the time being, but also decided that the total contribution rate should increase from 28.3% of salary to 30.7%. Following a consultation with employers (during which the University of Glasgow indicating its support for the proposals), the USS Trustee accepted the proposals. The Principal's report provides more detail on the breakdown of these figures.

UCU announced a ballot of members, for possible industrial action over pensions, arguing that employers should meet all additional costs. The ballot opened on 9 September and will close on 30 October.

A.3 *Sustainability/Climate Change*

At the last meeting, Court was advised that the Sustainability Working Group is preparing an action plan to follow up the University's declaration of a climate emergency. Senate will receive a presentation setting out a proposed strategy regarding climate change and sustainability issues at its meeting on 10 October; this will form the basis of a further presentation to Court in December and a more detailed strategy which we hope to complete by February 2020.

Court was advised at the last meeting that with regard to disinvestment in the energy sector, the Investment Advisory Committee has already confirmed that the University is on target to achieve the interim target of under 6.4% of funds invested in fossil fuel companies. Court will receive an update at the December meeting.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *Court Strategy Day 2019*

The event provided an opportunity in particular for Court to contribute to development of the new strategic plan. The main session gave Court members both an overview of the emerging themes from consultation within the University and a chance to reflect on and contribute to key themes for the new strategy. There was an external view provided of planning in the current uncertain times. A majority of Court members went on site visit to see the James McCune Smith Learning Hub and Western sites. The day concluded with a presentation on the Adam Smith Business School, for which the capital expenditure case is being developed.

B.2 *HE Governance (Scotland) Act – Ordinances on Court and Senate Composition*

Over the summer, the above Ordinances (209 and 210 respectively) were granted. As such the membership of Court has been reconfigured from 1 August 2019. There are now two, new, Trade Union nominees and an elected member of Professional Services (support) staff, with the number of elected academic representatives (Senate Assessors) reducing to five and the previous Employee Representative positions no longer existing in that format (positions previously occupied by Dave Anderson and Margaret Anne McParland until 31 July 2019). Court membership remains at 25.

The revised Senate composition is quite similar to that of the Council of Senate, which in recent years took business forward on behalf of the older (much larger – c500) Senate. The Council of Senate will continue to fulfil that function until 10 October, the date of the next Senate meeting. It will be proposed at the first meeting of the new Senate that the Council is

dissolved, and that the new Senate will assume its full responsibilities from that point. The latter body consists of around 130 members including *ex officio* members, elected academic staff members and student representatives.

B.3 *New and continuing Court members*

Dr Craig Daly was nominated as the Trade Union nominee from among the University's academic staff, for 4 years from 1 August 2019.

Professor Nick Hill was re-elected from the Senate for four years from 1 August 2019, as an elected academic representative (Senate Assessor under the old nomenclature).

Christopher Kennedy was elected as the Professional Services (support) staff representative on Court for four years from 1 August 2019.

Scott Kirby began his term on Court on 1 July 2019 *ex officio* as SRC President, for one year.

Margaret Anne McParland was nominated as the Trade Union nominee from among the University's support staff; given her previous terms on Court this will be for one year from 1 August 2019.

B.4 *Draft Ordinance 211: General Council Membership and Registration*

The composition of, and other arrangements in relation to, the General Council are currently governed by two Ordinances, which would benefit from some modernisation and simplification.

The General Council Business Committee/GCBC Clerk were involved in the drafting, in the last academic session.

Court's approval of the draft is sought ahead of informal discussion with the Scottish Government (as is the norm now) and the formal consultation that is required. Assuming Court approval is given, were the Scottish Government to make any substantive points, Court would be provided with the details before any consultation.

B.5 *Election of Chancellor*

As Court heard at the June meeting, the University Chancellor, Sir Kenneth Calman, has advised that he will be standing down in the summer of 2020. Arrangements are in hand to identify possible candidates for the role ahead of an election by General Council members.

B.6 *Rectorial Election 2020*

At the June Court meeting, Court approved the rules and nomination process for the Rectorial election 2020, subject to a review of relevant sections to make it as clear as possible that non-inclusive or discriminatory rhetoric or conduct by candidates during the election process is unacceptable. It was also requested that the declarations section of the paperwork be reviewed to ensure that candidates' acceptance of their nomination is absolutely clear about the expectations relating to conduct.

The documents have been reviewed in line with the above; they also contain some other changes covering election management and dates. The details are for Court approval (changes shown tracked)**.** The Dignity at Work and Study Policy and Procedure, a reference to which has been added in several places in the documents, is at

https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/policy/dignityatwork/ for Court members' reference.

B.7 *Nominations Committee business*

Remuneration Committee

Following Dave Anderson's term on Court ending, there is a vacancy for a staff representative on the Remuneration Committee.

Nominations Committee recommends that Dr Craig Daly becomes a member of the Committee.

Court's approval of this recommendation is sought.

For information only:

Following recommendations from the Nominations Committee to Court, which Court approved between meetings over the summer, the following reappointments to Court Committees have been made:-

. *Audit & Risk Committee*

Simon Bishop, a co-opted (non-Court) member of the Audit & Risk Committee has been reappointed for four years to October 2023.

HR Committee

Rob Goward, a co-opted (non-Court) member of the Human Resources Committee has been reappointed for four years to October 2023.

Estates Committee

Doug Smith, a co-opted (non-Court) member of the Estates Committee has been reappointed for four years to December 2023.

B.8 *Court Business 2019/20*

The Schedule of Court Business for the coming year is at **Annex,** for reference, along with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for this session.

The list also includes the terms of reference and membership of the Organisational Change Governance Group, **which Court is asked to review and approve** in line with that document's final paragraph.

The above information is also available on the Court website at http://www.gla.ac.uk/services/courtoffice/universitycourtandcourtmeetings/ together with other resources for Court members.

A 'Fast Facts' document for Court members is being refreshed to include 2019/20 information, including up-to-date financial/accounts information and will be circulated shortly. It will also be available from the Court Office, as is a list of acronyms used in HE and the University. The acronyms list is circulated regularly with Court papers.

The attendance lists for meetings of Court and its Committees for 2018/19 have been reviewed. There are no matters to report in connection with this. Details of Court attendance will be published on the website, in connection with the annual accounts.

B.9   *MoU with University of the West Indies*

Last October, Court heard that the University had published a comprehensive report into the institution's historical links with racial slavery. The report acknowledged that while the University played a leading role in the abolitionist movement in the 18th and 19th centuries, the institution did also receive significant financial support from people whose wealth derived, in part, from slavery.

At the end of July, a Memorandum of Understanding (MoU) was signed by the University with the University of the West Indies (UWI), as one of a series of recommendations made in the report. Under the MoU, the institutions have agreed to create an academic partnership, including the establishment of the Glasgow-Caribbean Centre for Development Research. The Centre will sponsor research work and coordinate academic collaborations with UWI and other universities; it will also help to raise public awareness about the history of slavery and its impact around the world.

The University has committed to raising and spending £20m as part of a programme of reparative justice, over the next 20 years. The University will allocate some resources to the running of the Centre, scholarships, research, and public engagement. Glasgow and UWI will work together to attract external funding for mutually agreed projects that will benefit communities in the Caribbean islands and other parts of the world affected by the slave trade.

I am grateful to members of Court who attended the very successful launch event in the Chapel on 23 August. Members may wish to note that the exhibition in the Chapel will be available for viewing (free of charge to the public) until Christmas.

B.10   *Summary of Convener's Business*

A summary of activities undertaken by the Convener since the last meeting is provided to Court members. The details are at **Annex.**

B.11   *Student Services Model – Launch of Reach Out*

At the last meeting, Court was updated on the Student and Staff Service Delivery project being delivered under the World-Changing Glasgow Transformation strategy. Part of the project involved the introduction of a new Enterprise Service Management System (Ivanti Service Manager), a self-service platform for students and staff to request services and report issues.

In September, this new frontline service was fully launched as Reach Out, across our Gilmorehill, Dumfries and Garscube campuses. Reach Out staff were on campus speaking with students at Freshers' Week and at International Student Orientation. Students, staff and visitors can contact the Reach Out teams, search the knowledge base or log a call with the University Helpdesk from the Reach Out webpage, which Court members may wish to visit at https://www.gla.ac.uk/myglasgow/students/reachout/.

B.12   *Honorary Degree Nominations*

In line with the previously agreed arrangement with Senate to allow members of Court to submit observations on nominations for honorary degrees, the Vice Principal & Clerk of Senate Professor Jill Morrison will advise Court of the 2019/20 nominations, on a strictly

confidential basis, at the meeting. Members of Court should contact the Clerk of Senate should they have observations to make.

B.13 *Head of School Appointments*

College of MVLS

School of Life Sciences

Professor Simon Guild has been re-appointed as Head of the School of Life Sciences for four years from 1 October 2019.

School of Veterinary Medicine

Professor Ewan Cameron has been re-appointed as Head of the School of Veterinary Medicine for four years from 1 August 2019.

College of Social Sciences

Adam Smith Business School

Professor John Finch has been re-appointed as Head of the Adam Smith Business School for four years from 1 September 2020.

School of Interdisciplinary Studies

Professor Carol Hill has been re-appointed as Head of the School of Interdisciplinary Studies for two years from 1 August 2020.

School of Social and Political Sciences

Professor Anne Kerr, currently Professor of Sociology at the University of Leeds, has been appointed as the Head of the School of Social and Political Sciences for four years from 1 November 2019.

ANNUAL SCHEDULE OF COURT BUSINESS

(Sept/Oct • *Strategy Discussion Day)*

October
- Report from Head of College (pre-Court briefing)
- Report on any action taken under delegated powers over summer
- Court Strategy Day
- Committee memberships and OCGG remit/membership
- Statement of Primary Responsibilities
- Schedule of Court business for forthcoming year
- Report on previous year's attendance of Court and Committees
- Learning & Teaching update and KPIs from Vice Principal
- Summary Income and Expenditure report (Finance Committee)
- Nominations Committee recommendations
- Annual report to the Scottish Funding Council on Institution-led Review of Quality
- Honorary Degree nominations

December
- Report from Head of University Services (pre-Court briefing)
- Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements)
- Report on Investments (Finance Committee)
- Summary Income and Expenditure report (Finance Committee)
- Media report
- Audit Committee annual report
- Remuneration Committee report on senior pay review
- Annual Report on the University's Complaints Procedure
- Human Resources KPIs

February
- Report from Head of College (pre-Court briefing)
- SRC annual report
- Draft Outcome Agreement for next year from Vice Principal
- Information Policy & Strategy Committee annual update
- Finance KPIs
- Health, Safety & Wellbeing annual report
- Summary Income and Expenditure report (Finance Committee)

April
- Report from Head of College (pre-Court briefing)
- Research update and KPIs from Vice Principal
- SFC Main Grant Allocations for forthcoming year
- Summary Income and Expenditure report (Finance Committee)
- Annual Self-assessment, convener appraisal and Code compliance
- Annual Report from Organisational Change Governance Group

June
- Report from Head of College (pre-Court briefing)
- Strategic Plan (annual update)
- Institutional KPIs
- Capital Programme (annual update for approval)
- Budget Overview for forthcoming year/Financial Forecasts/sustainability
- Media report
- Full Risk Register including Mitigation Actions/Risk Appetite
- Equality & Diversity Strategy Committee annual report
- Report on Investments (Finance Committee)
- Summary Income and Expenditure report (Finance Committee)
- Estates KPIs

University of Glasgow

STATEMENT OF PRIMARY RESPONSIBILITIES

The primary responsibilities of the University Court, as the governing body of the University, are:

General

To be satisfied that appropriate mechanisms are in place:

1. to administer and manage all of the revenue and property of the University and to exercise general control over its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the institution;
2. to safeguard the good name and values of the University and to ensure that the institution is responsive to the interests of its stakeholders, including students, staff, graduates, the local community and funding bodies;
3. to make provision, in consultation with the Senate, for the general welfare of students;
4. to ensure, in conjunction with Senate, the quality of the Institution's educational provision;
5. to ensure the solvency of the University and to safeguard its assets ;
6. to ensure compliance with the University's Statutes, Ordinances, Resolutions and other rules and regulations of the University, as well as national and international law where applicable;
7. to appoint the Principal and Vice-Chancellor of the University, including the terms and conditions attaching to the appointment, and to put in place suitable arrangements for monitoring his or her performance;
8. to appoint a Secretary of Court and to ensure that with regard to his or her managerial responsibilities in the University, there is an appropriate separation in the lines of accountability;

Strategic Planning

9. to approve the mission of the University and its strategic plans, setting out its aims and objectives in teaching and research, and identifying the financial, physical and staffing requirements for their achievement;
10. to approve a financial strategy, long-term business plans and annual budgets;
11. to approve an estates strategy for the management and development of the University's estate and buildings in support of institutional objectives;

12. to approve a human resources strategy and to ensure that reward arrangements for its employees are appropriate to the needs of the University;
13. to monitor the University's performance against approved plans and key performance indicators;

Exercise of Controls

14. to make clear and to review regularly the executive authority and other powers delegated to the Principal and Vice-Chancellor, to other senior officers and to other bodies of the University including the Senate and Committees of Court, such authority and powers to be set out in a Schedule of Delegated Authorities;
15. to ensure the proper use of public funds awarded to the University, observance of the terms of the Financial Memorandum between the University and the Scottish Funding Council (SFC) and compliance with the University's Outcome Agreement with the SFC;
16. to establish and monitor effective systems of internal control and accountability throughout the University;
17. to oversee the University's arrangements for internal and external audit and to approve the University's annual financial statements;
18. to ensure that arrangements are in place for the proper management of health and safety in respect of students, staff and other persons affected by University operations;
19. to be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.

Effectiveness and Transparency

20. to ensure, through the appointment of co-opted lay persons in accordance with the Statutes, and through liaison with the University's General Council with regard to its Assessors, a balance of skills and experience amongst the membership of the Court sufficient to meet its primary responsibilities;
21. to ensure that the proceedings of the Court are conducted in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life;
22. to ensure that procedures are in place in the University for dealing with internal grievances, whistleblowing, conflicts of interest and public interest disclosure;
23. to monitor its own performance and that of its Committees, with a formal evaluation of effectiveness undertaken not less than every five years.

September 2019

Court Committee remits and Memberships
Audit and Risk Committee
Remit

To oversee on behalf of Court the effectiveness of the University's arrangements for corporate governance, financial reporting, systems of internal control and risk management and the activities and processes related to these systems. This will include arrangements to ensure the University's compliance with the requirements of the Financial Memorandum between the University and Scottish Funding Council.

Membership: 6 members, including 3 members of Court *(Heather Cousins (chair), Simon Kennedy, Lesley Sutherland),* one of whom will be an elected academic representative (Senate Assessor) on Court.
In attendance: Principal, COO/University Secretary, Deputy Secretary, Director of Finance, Groups Financial Controller, Internal and External auditors

Terms of reference

The Committee shall:
Financial reporting
Ahead of consideration by the Finance Committee and recommendations by the Finance Committee to Court regarding approval of the annual financial statements:
•Monitor the integrity of the annual financial statements of the University, reviewing significant financial reporting issues and judgments which they contain. In particular, the Committee shall review and challenge where necessary:
•	The consistency of, and any changes to, accounting policies on a year by year basis;
•	The methods used to account for significant or unusual transactions where different approaches are possible;
•	Whether the University has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditor;
•	The clarity of disclosure in the University's financial statements and the context in which the statements are made; and
•	All narrative reports presented with the financial statements, such as the operating and financial review and the corporate governance statement (as it relates to matters within the remit of the Committee).
Internal control and risk management arrangements
•Keep under review the adequacy and effectiveness of the University's internal financial controls and internal control and risk management arrangements. In relation to the latter, the Committee shall consider:
•	the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non-financial risks - to include regular review by the Committee of the University risk register, and attendance by a member or members of the Committee at University-level risk workshops;
•	The internal auditor's and, where applicable, management's assessments and reports on the effectiveness of the systems for risk management.
The Court retains responsibility for the review of the effectiveness of these systems of control and must form its own opinion despite aspects of that review being delegated to the Committee.
Internal audit
•Monitor and review the effectiveness of the University's internal audit function in the context of the University's overall arrangements;
•Recommend to Court the appointment or removal of the internal auditors;
•Consider and approve the remit of the internal audit function and ensure that adequate and appropriate resources are made available for its work and that it has appropriate access to information to enable it to perform its function effectively and in accordance

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with relevant professional standards. The Committee shall also ensure the function has adequate standing and is free from management and other restrictions;

•Review and assess the annual internal audit plan and the annual report and conclusions and opinions arising from activities and findings;

•Review reports addressed to the committee from the internal auditor;

•Review and monitor management's responsiveness to the findings and recommendations of the internal auditor, including the extent to which recommendations have been implemented.

External audit

•Consider and make recommendations to Court for the appointment, re-appointment or removal of the University's external auditor. The Committee shall oversee the selection process and criteria for a new auditor and if the auditor resigns, the Committee shall investigate the issues leading to this and decide on any action required;

•Oversee the relationship with the external auditor, including (but not limited to):

• scope of work and terms of engagement;

• remuneration and its appropriateness to enable an adequate audit to be conducted;

• assessing annually independence and objectivity taking into account relevant professional and regulatory requirements (including mandatory requirements in the University's Financial Memorandum with the Scottish Funding Council);

• the qualifications, expertise and resources of the auditor and the effectiveness of the audit process;

• seeking to ensure coordination with the activities of the internal audit function;

•Meet regularly with the external auditor, including at the planning stage before the audit and after the audit at the reporting stage;

•Review and approve the annual audit plan and ensure that it is consistent with the scope of the audit engagement;

•Review the findings of the audit with the external auditor, including a discussion of any major issues which arose during the audit, any audit and accounting judgments, levels of errors identified during the audit and the effectiveness of the audit.

•Review any representation letters requested by the external auditor before agreement by Court;

•Review the management letter and management's response to the auditor's findings and recommendations;

•Develop, implement and monitor a policy for the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter.

Other matters

•Consider the effectiveness of arrangements for:

• the investigation of fraud or other questions of loss, financial irregularity or impropriety;

• University employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or the operation of internal controls. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;

• promoting value for money through economy, efficiency and effectiveness in the management of the University's resources and the management and quality assurance of data;

• the safeguarding of the assets of the University and of the use of its funds, particularly funds deriving from the public sector;

• proper corporate governance.

•Consider any matters falling within its remit arising from reports of external bodies such as the Audit Committee of the Scottish Parliament, Scottish Funding Council, Audit Scotland, National Audit Office or UK Research Councils.

•Receive reports of the outcomes of any investigations under the University's Whistleblowing procedure.
•Receive an annual report on any cases of research misconduct considered under the University's Policy and Procedures for Dealing with Allegations of Research Misconduct.

Estates Committee
Remit
Develop and maintain a strategic estates plan for consideration by Court which supports the delivery of the University's Strategic Plan taking into account resource implication and the importance of environmental sustainability.

In doing this the Estates Committee will:
•Provide the Programme Governance to the overall capital programme and the Director of Estates will ensure that regular performance updates are provided to the Committee.
•Provide governance for the development of the master plan and a design guide and colour palette. The master plan will be brought to Estates Committee and only with the approval of the Committee will it then proceed to Court in advance of seeking City Council approval.
•Approve the commercial property aspects of projects, including leases, disposals and any acquisitions.

The Estates Committee will not have responsibility in relation to design as this is the responsibility of individual project boards, however for all projects valued at £25m or more, the Project Governance Board Convenor would, at design stages B and D [B = Concept Design; D = Developed Design], bring the design to Estates Committee for information and comment. Responsibility for approving the design would remain with the Project Governance Board.

To develop policies to guide implementation of plans by Estates & Buildings.

To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively. To this end, the Committee may request that the University Court appoint one or more additional co-opted members to the Committee. The Chair of the Committee will participate in the selection process for a new co-opted member.

Membership: 4 lay members (*Court members are Ronnie Mercer (chair), David Milloy)*, 2 elected academic representatives (Senate Assessors) *(Kirsteen McCue, Bethan Wood),* Principal, COO/University Secretary, Senior Vice Principal, Director of Estates & Buildings, Director of Finance, Students' Representative Council ("SRC") representative
In attendance: Assistant Directors of Estates & Buildings

Finance Committee
Remit
To monitor the income and expenditure of the University.
To consider financial policies and issues and to make recommendations to Court on:
-        the annual revenue and capital budget;
-        banking, borrowing and lending;
-        the investment of endowment funds and surplus cash funds;
-        the long term financial position of the University; and

-       other financial matters, always having regard to the importance of financial sustainability.

To advise Court on the financial implications of policy decisions being considered by Court.

To consider the financial statements of the University and make recommendations to Court thereon.

Having received a report from the Capex Committee:

-       to make recommendations to Court on the budget for capital projects;

-       to decide on all capex proposals involving expenditure of between £500,000 and £25M, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by the Estates Committee;

-       to make recommendations to Court on all capex proposals involving expenditure of £25M or above, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by Estates Committee; and

-       to decide on all requests for capital budget variances of £500,000 or above.

To authorise individual items of revenue expenditure costing £1M or more.

To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively. To this end, the Committee may request that the University Court appoint one or more additional co-opted members to the Committee. The Chair of the Committee will participate in the selection process for a new co-opted member.

Finance Committee will normally meet five times a year. A quorum for a meeting of the Committee will be one third of its members, of whom at least one must be a lay member of the Committee.

Membership: 4 lay members of Court (*Graeme Bissett (chair), Elizabeth Passey, Gavin Stewart, Elspeth Orcharton*), 1 external lay member, 2 elected academic representatives (Senate Assessors) (*Nick Hill, Simon Kennedy*), Principal, Director of Finance, President of the SRC

In attendance: COO/University Secretary, Convener of Audit & Risk Committee, Convener of Estates Committee, Group Financial Controller, Executive Director of Estates & Commercial Services, Senior Vice-Principal

Human Resources Committee
Remit
To oversee, on behalf of Court, the ongoing development, implementation and delivery of the University's People Strategy and related plans and procedures, ensuring these are aligned with the key aims and objectives of University Strategy and its realisation.

To ensure appropriate monitoring and reporting arrangements are in place and that these are executed accordingly to demonstrate and deliver impact in the delivery of organisational goals to enhance institutional performance and success.

To provide corporate governance and oversight of key people initiatives and policies, monitoring compliance in accordance with the relevant and related legal and regulatory frameworks and promote the adoption of best practice in:

- Recruitment & Talent Attraction
- Performance Management,

- Reward & Recognition,
- People and Organisational Development (inc. Leadership Development),
- Talent Management & Succession Planning and
- Cultural & Organisational Change.

To 'add value' in terms of corporate governance and associated oversight in the delivery of the people strategy and provide a degree of challenge to the executive leadership in ensuring the University demonstrates its commitment in delivering in accordance with the best interests of its people, both staff and students.

Membership:
5 (appropriately qualified/experienced) lay members of whom at least 2 will be Court members (*June Milligan (chair) Morag Macdonald Simpson*), 2 elected academic representatives (Senate Assessors) (*Carl Goodyear, Kirsteen McCue*), Director of Human Resources, COO & University Secretary, Vice Principal, 1 Head of College/School/RI, 1 Executive Director of Service, 1 Staff member on Court (*Margaret Anne McParland*).

The Deputy Director of HR will act as Clerk to the Committee. Additionally other members of the Senior HR team will attend Committee meetings as agreed between the Chair and Director of HR. The Chair of the Committee will participate in the selection process for new co-opted members. Appointments to the Committee will typically be reviewed every three to four years.

Terms of Reference

The Committee shall
- ensure that the People Strategy is consistent and aligned with the University's mission, vision, values and strategic plan
- support the University's senior management to demonstrate the importance of strategic HR practice to the institution in providing support and leadership to all its staff
- act as a sounding board and where appropriate, provide a degree of challenge, to the executive leadership of the University with regards to the People Strategy and the human resources function, providing advice and support, from a breadth of perspectives on human resource issues
- champion the University's people agenda and ensure that the HR function is appropriately organised, resourced and aligned to support its successful delivery
- ensure the people issues arising from key University projects and strategic goals are identified and actively led
- ensure the University has adequate processes and procedures in place to drive transformational change & enhance employee engagement
- assess the University's talent pool and its capability now, and via succession & other relevant planning tools, in the future, to meet the University's strategic goals
- provide guidance and oversight of the University's performance management and reward practices
- monitor compliance in accordance with the relevant and related legal and regulatory frameworks and ensure the adoption of best practice, and approve key people policies on behalf of Court
- provide a forum for discussion of key trends in the external environment likely to impact on the University's people agenda and where appropriate, recommend associated actions

- support the work of senior management in terms of pro-actively advancing diversity and inclusion across the University
- monitor the employee relations culture and climate within the University, supporting the executive and HR in positive engagement/partnership with the Recognised Trade Unions
- monitor agreed performance indicators and people related MI to oversee key people metrics across the University
- monitor key people risks on behalf of Court, referring and or escalating matters as appropriate to relevant Court Committees, etc
- liaise with other Court Committees as necessary, to ensure the strategic people agenda is aligned and consistently considered on behalf of Court.

The committee receives and reviews minutes from various sub-committees including Equality and Diversity Strategy Committee (EDSC), the Joint Committee of Consultation and Negotiation (JCCN), which report to Court via the HR Committee.

Health, Safety & Wellbeing Committee
Remit
The Committee is mandated by Section 2(7) of the Health & Safety at Work (etc.) Act 1974 and recognised by the Secretary of State under Statutory Instrument 1977 No. 500 Health and Safety - The Safety Representatives and Safety Committees Regulations 1977. It has the role of keeping under review the measures taken to ensure the effective management of the health and safety of employees, and also that of students, visitors, contractors and other persons who could be affected by the various work activities of the University of Glasgow or could, through their own work activity (ies), adversely affect the health and safety of themselves and/or others.

Membership: Member appointed by Court, 7 members appointed by JULC, 2 members appointed by SRC, 5 members appointed by management, Ex-officio Members: Radiation protection Adviser, Estates & Buildings representative, Safety & Environmental Protection Services representative, Occupational Health Manager, Director Health, Safety & Wellbeing.

Nominations Committee
Remit
To make recommendations to Court on the appointment of co-opted lay members, having regard to the skills and experience required;
To make recommendations to Court on the appointment of Court committee members, in consultation with the relevant Committee chairs; and to make recommendations on the convenership of Court committees;
To advise Court on any other matter relating to its membership.

Membership: Convener of Court, 3 other lay members of Court (*Ronnie Mercer, Lesley Sutherland, Heather Cousins*), Senior elected academic representative (Senate Assessor) (*Carl Goodyear*), Principal, COO/University Secretary, 1 Staff member on Court (*Margaret Anne McParland*), SRC President

Remuneration Committee
Remit
1. To formulate the University's remuneration policy, and to review that policy annually, recommending changes to Court as appropriate;
2. To determine the salaries of the Principal and other members of Senior Management Group, having regard to:
- Their performance in advancing the University's strategic objectives,
- The need to offer salaries that are competitive with those of other major UK universities, as reflected in robust comparative data, and
- The budget approved by Court;
3. Annually, to determine the University's policy on the performance-related reward of professorial and senior administrative staff (all level 10 staff);
4. In the absence of the Convener of Court, to make recommendations on the nature and level of any remuneration for the Convener of Court, subject to approval by Court;
5. To advise Court on the University's policy on severance arrangements for staff, and, within parameters agreed by Court, to implement that policy, considering, on an individual basis, any severance proposal that:
- Departs from the parameters agreed by Court, and/or
- Pertains to for a member of the Senior Management Group
6. To maintain oversight of contracts of employment for senior staff;
7. To receive an annual report on expenses incurred by members of the Senior Management Group.
8. To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively.
9. To seek the views of representatives of students and staff of the institution, including representatives of recognised trade unions, in relation to the remuneration package of the Principal and the senior executive team.

Membership
Chair (lay member of Court) (*June Milligan*), 2 other lay members of Court (one of whom will be the Convener of Court) (*Elizabeth Passey, Ronnie Mercer*), 2 other co-opted members, 1 Staff member on Court, SRC President
In attendance (not if their own salary/terms under discussion): Principal, COO/University Secretary, Director Human Resources

Student Experience Committee - A Committee of Court and Senate

Terms of reference
1. Agree and oversee implementation of a common strategy, plans and policies for non-academic aspects of student life, to be jointly led by the University and the SRC.

2. Ensure that every student has the opportunity to enjoy and derive value from their university experience.

3. Ensure that the University's provision for the student experience reflects the diversity of needs within the student population (e.g. overseas, part-time, mature, visiting and disabled students, BAME students, care leavers and students with children or caring responsibilities and students who live at home).

4. Review and monitor the effectiveness of services and determine their priorities, in consultation with relevant senior managers.

5. Consider the activities and plans of the SRC, GUU, QMU and GUSA as they support the student experience.

6. Determine and monitor key measures of the student experience and oversee the development and implementation of plans to enhance student satisfaction

7. Consider key trends in the external environment, and consider their implications for the student experience.

8. Report to SMG, Senate and Court and make recommendations to other relevant bodies and committees, such as the Student Finance Committee, on matters relating to these terms of reference.

Ways of working

1. Members will participate in an annual away-day, which will consider aspects of the strategy and action plan, such as:

   - Diversity, inclusion and community cohesion
   - Health and wellbeing
   - Opportunity: volunteering, internships, enterprise, study abroad, clubs and societies
   - Estates and facilities
   - Student services

2. The Committee will receive reports from its sub-committee: Chief Advisers Sub-Committee. The Committee will also receive reports on non-academic aspects of the student experience from the Equality and Diversity Strategy Group (EDSC).

3. The Committee will consider periodic reports:
   - On the performance of the services, from the directors of Information Services, Student and Academic Services, Estates and Commercial Services, and External Relations
   - From the representatives of the student bodies on matters for celebration or concern.

4. The Committee will also receive periodic inputs from external speakers on key trends in the external environment.

5. The Committee will meet at least five times a year.

Membership

Chief Operating Officer and University Secretary; 8 representatives of the students: President, Students' Representative Council, Vice President (Student Support), Students' Representative Council, Vice President (Student Activities), Students' Representative Council, Two additional representatives of the students, identified by the Students' Representative Council, First Year Representative, PG Research Representative, President, Glasgow University Sports Association, President, Queen Margaret Union, President, Glasgow University Union; 4 representatives of the academic staff: Clerk of Senate, Vice Principal (Learning and Teaching), A representative of the Chief Advisers, An elected academic representative (Senate

Assessor) on Court (*Bethan Wood*); 6 representatives of the professional services: Information Services, Estates and Commercial Services, External Relations, Student and Academic Services, Student Services, A Representative from Dumfries Campus; Permanent Secretary Students' Representative Council; Senior Advice & Policy Officer SRC; Two lay members of Court (*David Finlayson, Morag Macdonald Simpson*). Clerk (member of Senate Office). Attending non-member: Head of Equality and Diversity Unit, Representative from Communications and Public Affairs Office

Terms of Reference of the Organisational Change Governance Group

Remit

1. To act as an independent review group for all tier 2 proposals that involve organisational change, which might result in staffing reductions or significant changes to the organisational structure.

2. To provide strategic sign-off to management for Tier 2 proposals.

3. To decide, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should be treated as equivalent to a Tier 3 proposal and receive initial strategic sign-off by Court prior to proceeding.[1]

4. To assess, in more complex and/or potentially controversial or especially sensitive matters, whether the group need to review the final proposals following consultation and prior to the changes being implemented. In such circumstances the group may request further information or that additional consultation/consideration be carried out prior to final implementation.

5. The Policy requires Tier 3 issues to receive the initial strategic sign off from Court. In some cases, Court may decide that it wishes the group, as per point 4 of the remit above, to review the final outcome before any change occurs.

6. To provide a summary report to Court of changes given strategic sign-off.

Membership

- 3 Lay members of Court at least one of whom will be a member of HR Committee (*David Milloy, Morag Macdonald Simpson, David Finlayson)*
- 2 elected academic representatives (Senate Assessors) on Court (*Carl Goodyear, Kirsteen McCue*)

Procedural Arrangements

Meetings of the OCGG will be arranged as and when required by the office of the COO/ University Secretary who will typically act as convenor for the meetings.

Wherever possible the OCGG will meet face-to-face to consider proposals. Additionally, the VP/Head of College or University Secretary (or appropriate senior management delegate) for the affected area would also attend to provide organisational context and explain/ amplify the rationale for a proposal. The Organisational Change Governance Group (OCGG) will be provided with advice and guidance by a senior member of the HR function, typically from the relevant College/US HR team.

The members of the OCGG may also seek input from the relevant Campus trades union representative(s) prior to providing strategic sign off or when reviewing a proposal following the full consultation process. This does not form part of the formal consultation process however the OCGG may request management to reconsider elements of the proposals or carry out further consultation prior to a final decision to implement.

The Court members will make the decision.

To ensure a degree of continuity of experience the membership of the OCGG will be established at the start of each academic year should it be required. The Lay members of Court will be identified by the Nominations Committee and the Senate Assessor(s) will be chosen by the Senior Senate Assessor. In each case a reserve will be identified in the event of lack of availability at a particular time and/or to avoid any particular individual dealing with a case in a part of the University with which there may be close involvement or a potential conflict.

The remit and membership of the OCGG will be reviewed and agreed on an annual basis by Court.

September 2019

Convener of Court

Summary of Business – 18 June 2019 to 11 October 2019

Date	Meeting	Location
3 July	New Model in Technology & Engineering (Hereford University – NmiTE) Diversity & Inclusion Event	Hereford
19 July	Update with the Principal	Phone call
24 July	CUC Committee Meeting	Northumbria University
2 September	Lunch meeting with Alex Brazier, Director The Bank of England, Financial Stability Strategy and Risk and member of the Financial Policy Committee (FPC) and William Dowson, The Bank's Agent for Scotland	Edinburgh
5 September	Update with COO & University Secretary	Phone call
11 September	30% Club Higher Education Initiative Meeting	Conference call
11 September	The Power of Inclusion Panel Discussion	London
16 September 2019	Court Strategy Day	Glasgow
17 September	Universities Scotland/US Secretaries/GU Meeting	University of Glasgow
18 September	Update with The Principal	Phone call
	Court Chairs/Officer's Meeting	Conference Call
	Universities Scotland Meeting	Edinburgh
19 September	Finance Committee	Conference Call
25 September	Sir John Cass Foundation – How the education system can heal a divided country – David Isaacs	London
26 September	Advance HE - TMP Governance speaker Session – Presentation	Skype
1 October	Iain Patton, Chief Executive re Green Gown Awards	Phone call
9 October	Principal's P&DR with June Milligan	University of Glasgow
	Meeting with Court Member – Heather Cousins	University of Glasgow
	Court Pre-Meeting	University of Glasgow
	Lunch meeting with Frances Cairncross	Glasgow
	Court	University of Glasgow
	Committee of Scottish Chairs and Dinner	University of Strathclyde
10 October	CUC Autumn Plenary with Dinner	London
11 October	CUC Autumn Plenary	London

Court Context Card 09 October 2019 - Annual Report for the Scottish Funding Council on Institution Review of Quality and Governing Body Statement of Assurance for AY 2018-19	
Speaker	**Professor Jill Morrison**
Speaker role	Vice Principal & Clerk of Senate
Paper Description	Annual Report for the Scottish Funding Council on Institution Review of Quality and Governing Body Statement of Assurance for AY 2018-19
Topic last discussed at Court	October 2018 (Annual Report and statement for the year 2017-18)
Topic discussed at Committee	See paper's cover sheet
Court members present	
Cost of proposed plan	N/A
Major benefit of proposed plan	
Revenue from proposed plan	N/A
Urgency	Medium - Court approval required for SFC
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	**For approval/endorsement**
Paper Summary	1) Outcomes and reflective overview of internal review processes 2) includes strategic review of student-related services 3) Provides information on Professional, Statutory or Regulatory Bodies
Topics to be discussed	The paper in general
Action from Court	**Court is requested to approve the draft report and endorse the statement of assurance in the cover sheet**
Recommendation to Court	Approval of report and endorsement of statement
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	3. Student experience
Most relevant Secondary KPI it will help the university to achieve	undergraduate progression, widening participation, student mobility and service delivery
Risk register - university level	Risk 4A Student: Failure to attract a high quality and diverse student body through offering a balanced portfolio of subject choices that remain relevant to employers;
Demographics *% of University*	100% students
Operating stats *% of*	
Campus	All
External bodies	SFC and QAA
Conflict areas	
Other universities that have done something similar	All Scottish HEIs are required to provide a summary report to the SFC
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	No specific implications identified. Consideration of equality and diversity should be undertaken in all procedures and provision.
Suggested next steps	
Any other observations	

Court - Wednesday 9 October 2019

Annual Report for the Scottish Funding Council

Institution Review of Quality Academic Year 2018-19

Cover Sheet

Brief Description of the Paper

A copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution review of quality for AY 2018-19 is attached. The contents are specified by the SFC and include:

- A summary of outcomes from internal quality processes including: Periodic Subject Review (PSR); Annual Monitoring, Course Evaluation and Graduate School Review
- Information on Professional, Statutory and Regulatory Body (PSRB) activity
- The University's strategic review of student-related services
- A reflective overview, including summary of action taken and the University's use of contextual information, including performance data and data from student surveys, both external and internal

The deadline for submission of the report was 30 September 2019, and the Council requests that we confirm to them when the report has been approved by Court in the event that Court does not meet until after that date. The draft nature of the statement has been duly reported to SFC.

Court has duly approved the annual report for the last several years. Court will recall that a 'Statement of Assurance' is required that Court is content with the Report. The prescribed text is quoted below and should be signed off by the Chair of the Governing Body with an indication of when it was endorsed.

> "On behalf of the governing body of [University of Glasgow], I confirm that we have considered the institutions arrangements for the management of academic standards and the quality of the learning experience for AY 2018-19, including the scope and impact of these. I further confirm that we are satisfied that the institution has effective arrangements to maintain standards and to assure and enhance the quality of its provision. We can therefore provide assurance to the Council that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by the Council."

Action Required
Court is requested **to approve** the draft report and endorse the statement of assurance above.

How we assure the effectiveness of arrangements for maintaining academic standards and quality

Under the terms of its constitution, at the University, Senate has responsibility for teaching. This has been understood as meaning responsibility for academic standards and quality. Senate employs a range of mechanisms to ensure standards and quality are maintained. The main methods used are:

- The external examiner system
- The annual monitoring of all courses
- The periodic review of programmes by subject (involving external subject experts)
- The periodic review of the Graduate Schools
- Course evaluation
- The scrutiny of all new courses and degree programmes
- Gathering and analysing feedback from students

Many of the University's degrees are also accredited by professional or statutory bodies and these degrees are reviewed by the relevant body on a cyclical basis.

The findings from the range of mechanisms detailed above are analysed and responded to by committees at School, Research Institute, College and Senate levels. This includes normally annual consideration of ways to enhance the effectiveness of the mechanisms themselves and of the committees that receive and consider them also. The framework of these arrangements is detailed in the University's Academic Quality Framework, which may be found at: http://www.gla.ac.uk/media/media_127773_en.pdf. The University's quality arrangements must also conform to the terms of the Scottish national Quality Enhancement Framework. Details of this may be found at: https://www.qaa.ac.uk/scotland/quality-enhancement-framework#

Compliance with the Quality Enhancement Framework is assessed at the five-yearly Enhancement-led Institutional Reviews (ELIRs). The ELIR reviews check (in detail) compliance with the terms of the UK Quality Code for Higher Education published by the Quality Assurance Agency (QAA). This Code includes detailed provisions for each of the main quality assurance mechanisms we employ. ELIR reviews also check compliance with national Subject Benchmark Statements and with the Scottish Credit and Qualifications Framework. Court will be aware that this was undertaken in February and March 2019 this year, which confirmed that the University has effective arrangements for managing academic standards and the student learning experience. This is the best result possible. The report can be found at: http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007794

The QAA also checks the University's compliance with the requirements of the annual report to the Scottish Funding Council. No notes of concern have been received on these reports since they began to be required.

Annual Report for the Scottish Funding Council

Institutional Report on Quality Assurance and Enhancement 2018-19

1. Introduction and Context

As noted in the Principal's Foreword in the University's Outcome Agreement 2019-20 to 2021-22 "*The University seeks to deliver a world-class student learning experience by placing teaching at the centre of what we do, shaping our provision within a research rich environment, and working in partnership with students to co-create their learning and to develop their independence and skills*".

Our institutional Academic Quality Framework[1] supports the maintenance and enhancement of high-quality learning and teaching across the University, and our recent Enhancement-led Institutional Review (ELIR)[2], which took place in February and March 2019, confirmed that the University has effective arrangements for managing academic standards and the student learning experience. The ELIR outcome also highlighted six commendations denoting strengths in key areas including: student engagement and partnership; our strategic approach to widening access; and our approach to promoting equality and diversity.

The six recommendations for the University to address arising from ELIR also link to areas of priority identified by the University itself, through its quality monitoring procedures (Periodic Subject Review, Annual Monitoring, Course Evaluation, Graduate School Reviews), student surveys, and analysis of progress against various performance indicators. Data around widening participation, retention, student satisfaction and graduate destinations has been provided in the University's most recent Outcome Agreement as published on the SFC website[3]. We are working to improve our retention, progression, and completion rates to provide all students with the best opportunity to achieve a positive outcome from university. We also aim to build on our strengths in graduate destination performance and have a renewed focus on embedding graduate attributes into the curriculum. In terms of attainment and achievement, our numbers for first class and upper second – 'good' - degree outcomes have shown an upward trend over recent years which is commensurate with our tariff increases and through enhanced software delivery of business intelligence, complex analysis is conducted to identify trends and interdependencies in courses. This analysis facilitates academic review of any inconsistencies in performance. Our most recent student satisfaction outcomes with the 2019 NSS[4], for example, have shown a dip in overall satisfaction from 87.7% to 86.1% and similarly some decline in the area of Assessment and Feedback. In-depth analysis of this data has commenced, including consideration of subject level variations, and outputs will be used to inform current and new projects and initiatives tackling these areas.

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[1] https://www.gla.ac.uk/myglasgow/senateoffice/qea/

[2] Outcome reports available at: https://www.qaa.ac.uk/reviewing-higher-education/quality-assurance-reports/provider?UKPRN=10007794#.U8lDA_ldV8E

[3] http://www.sfc.ac.uk/funding/outcome-agreements/2019-20/university-glasgow-oa2019-20.aspx

[4] https://www.officeforstudents.org.uk/advice-and-guidance/student-information-and-data/national-student-survey-nss/

Assessment and feedback are priority areas for them and are being addressed in part, through the associated World Changing Glasgow Transformation Programme projects (see 5.1 below for some further information). Assessment and Feedback is one of six strands in this Programme. The key aim of the Assessment & Feedback Project is to improve the experience of all those involved in assessment and feedback work at the University through wide-scale revision of practice, policy and processes in line with our institutionally agreed vision and principles for assessment and feedback.

The University is also moving forward with its major educational infrastructure project which will create innovative facilities and infrastructure across the estate through new provision and also refurbishment. The first new-build, the James McCune Smith Learning Hub, is due for completion Spring 2020.

2. Summary of ILR outcomes, including main themes, recommendations and commendations

2.1 Periodic Subject Review (PSR)

Periodic Subject Review is one of the main ways by which the University assures itself of the quality of the provision delivered by Subjects and Schools; the reviews focus on teaching, learning and assessment, quality enhancement and assurance.

Six Subject Reviews took place in Session 2018-19, with each concluding successfully including confirmation that the programmes offered within the Subject area were current and valid.

Undergraduate Medical School[5]	21 November 2018
School of Veterinary Medicine	18/19 February 2019
Celtic and Gaelic	22 February 2019
Politics	6 March 2019
School of Engineering	7/8 March 2019
MVLS Graduate School PGT cluster 1: Biomedical Science and Animal and Plant Sciences[6]	*14 June 2019*

Details of the programmes covered by the reviews are listed in Appendix 1. The University's approved PSR review reports are publicly available and can be found at: http://www.gla.ac.uk/services/senateoffice/qea/periodicsubjectreview/

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[5] This Review was re-scheduled from Session 2017-18 in order to take place following re-accreditation by the General Medical Council.

[6] The review of the College of MVLS Graduate School took place later than normal, to take account of the PGT student cohort and allow more time for these students to have settled into study on the predominantly one-year academic programmes before providing feedback. As a result, the Report of this Review has not yet been approved and details of this outcome will therefore be included in next year's report.

Recommendations

There were 72 recommendations arising from the above 5 reviews: 43 in relation to enhancement in learning and teaching; 16 related to enhancing the student experience; 10 regarding context and strategy and 2 related to academic standards. The two involving academic standards related to improving/amending processes (course and programme approval and review of TNE provision).

Of the recommendations listed under enhancement in learning and teaching, the following categories were identified:

- *Learning and teaching resources (20)*

  The majority (14) related to supporting staff, including early career and Graduate Teaching Assistants (GTAs). This included enabling staff to participate in scholarly and training events; staff consultation and ability to contribute to strategy and teaching developments; appropriate and optimal use of administrative support staff; peer assessment; and; opportunities to receive feedback on teaching performance.

- *Assessment and Feedback (7)*

  This covered a range of areas, including proposed development of on-line assessment and marking, better feedback practice, greater consistency and provision of opportunity for formative feedback.

- *Curriculum design (3)*

  These related to review of content in years 1 and 2 and more balanced workload across the curriculum. Part of one of the reviews, included Transnational Education (TNE) and the School was requested to address issues of overlapping content as well as provide opportunities for more interactive teaching.

- *Technology-enhanced learning and teaching (3)*

  This covered installation of Microsoft Office Scottish Gaelic spell-check language support software; use of lecture recording as a teaching and study resource and; use of Moodle quizzes.

- *Retention (1)*

  More detailed analysis of retention, progression and continuation data for Levels 1 and 2 to address high dropout rates recommended.

Of the areas listed under enhancing the student experience, the following categories were identified:

- *Student support mechanisms (4)*

  Improved engagement with advisory system, better signposting to support and better preparation for independent learning.

- *Feedback mechanisms (4)*

  Improved student awareness of the Staff Student Liaison Committee (SSLC); improved SSLC process in consultation with Student Representative Council Sabbatical Officers; and providing obligatory feedback following course evaluation.

- *Equality and Diversity (3)*

  Two recommendations were brought to the attention of the Space Management and Timetabling Team in relation to accessibility issues in terms of the reasonableness of the distance students are expected to travel between

consecutive classes, particularly for students with mobility difficulties. Another recommendation related to the further development of the School's "trigger warning" process.

- *Clearer and more transparent information (2)*

  Clearer information on resources available via Moodle, the University's VLE.

- *Research-led teaching (1)*

  Greater awareness of staff research interests among students.

- *Enrolment processes (1)*

  Increased flexibility for enrolment outwith standard semester times.

- *Accommodation to foster sense of community (1)*

  Space which supports the development of the Gaelic language.

Good practice

A total of 40 commendations/good practice were identified. Those with potential for sharing with the wider university were forwarded to the Good Practice Adviser and some were brought to the attention of a number of Working Groups. Of these, 22 related to Enhancing the Student Experience, 17 Enhancement in Learning and Teaching. Examples include:

Enhancing the Student Experience

- *Student support mechanisms established (10)*

  Evident commitment from staff to foster an environment where students feel supported in their learning experience.

- *Recognition of graduate attributes (6)*

  The introduction of innovative plans to provide students with international or industrial opportunities.

- *Student feedback mechanisms (3)*

  Allowing for meaningful engagement with students and acting on feedback.

Enhancement in Learning and Teaching

- Curriculum and curriculum design (5)

  The quality and variety of programmes offered was highlighted, and in other cases the work undertaken to redesign the curriculum.

- Widening participation (3)

  Support to ensure students entering via this route were equipped for university study.

- Assessment and Feedback (3)

  Where broad range and creative assessment had been highlighted as well as clear articulation between Intended Learning Outcome and assessment methods.

- Support for staff (3)

  Including valuing scholarship of learning and teaching in career development as well as support and training for Graduate Teaching Assistants (GTAs).

Subject Reviews to be conducted in Session 2019-20

The following seven reviews are scheduled to take place in Session 2019-20. The full schedule of reviews for the next six years is provided as Appendix 2.

Philosophy
Theology and Religious Studies
Nursing and Health Care
College of MVLS Graduate School: PGT Cluster 2: Medical Professions, Health & Wellbeing and Medical & Clinical Science
School of Computing Science[7]
Economic and Social History
Sociology

2.2 Annual Monitoring

Annual Monitoring at the University of Glasgow is carried out at three levels: School, College and University. School Quality Officers are responsible for collating and analysing information for consideration at School level, and College Quality Officers undertake this activity at College level. Issues requiring University-level action are reported for consideration by Academic Standards Committee (ASC). Relevant services or groups provide updates and responses on these University-wide matters.

Issues raised

Key themes from the Undergraduate and Postgraduate Annual Monitoring Summaries for Session 2017-18[8] were:

- Suitability and quality of teaching spaces
- Student mental health support
- IT facilities across the campus
- Staffing levels
- Assessment and feedback (particularly the timeliness of feedback)
- Disability reporting and provision
- Student recruitment and admissions
- MyCampus (the student records system)
- Standards of English amongst international students

Good practice

During discussion of Annual Monitoring outcomes at Education Policy and Strategy Committee (EdPSC) in November 2017, it was noted that the Committee's focus on the issues raised did not acknowledge the substantial amount of information on good practice contained in the College and School Summaries. To rebalance the discussion, and to give a better reflection of the positive aspects of annual monitoring, a summary of good practice themes was added to the summary of issues raised in Annual Monitoring for Academic

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[7] School of Computing Science will pilot our revised process for PSR
[8] Annual Monitoring always reflects on the previous complete academic year. Therefore, Annual monitoring in 2018/19 reflected on the 2017-18 academic year.

Standards Committee (ASC). The following good practice themes were identified for the 2017-18 academic session:

- Use of technology and online learning
- Developing graduate attributes and employability
- Student support and inclusivity
- Development of innovating teaching methods
- Reviewing student feedback

2.3 Course Evaluation

As previously reported, the University's Course Evaluation Policy was approved in 2017 and has been operating for the last two academic years to gain feedback on all areas of course provision. Course evaluation through student surveys will be continued in 2019-20. Specific outcomes of course evaluation are owned at local level, as course leaders and lecturers are best placed to respond to the feedback. Information Services has been working to develop an aggregated report that can be considered alongside NSS and data from other surveys. The report will give the average percentage agreement to each of the standard closed questions for each level of study in each School. The report will also show the range of satisfaction across each School, Subject, and level of Subject to allow Schools to pinpoint areas of good practice and areas for enhancement. The mode and detail of reporting has been agreed to provide a detailed overview while protecting individual staff from teacher ranking. We want to ensure that staff have confidence in the data reported; therefore, the reports are currently undergoing a process of quality control to ensure that the data is sufficiently robust before it is released. At present, there are some issues with the mapping of non-standard course codes (such as transnational education courses), and course codes which have been incorrectly entered by members of staff, to the correct parts of the aggregation table. It is anticipated that this issue can be resolved in the next few months to enable the aggregation reports to be made available to College Deans of Learning and Teaching (and other key stakeholders) within the 2019/20 academic year.

The Course Evaluation policy requires Subjects to provide students with a Summary and Response Feedback Document (SARD) via Moodle reporting on action taken in response to their feedback. The report is also a standing item on SSLCs, to ensure class representatives have an opportunity to review the feedback provided. We work with the Student Representative Council in relation to this. Both Periodic Subject Review and Course Evaluation are included in the compulsory SRC class representative training and will be included on the new MyClass Rep toolkit which has been introduced as an online information resource for session 2019-20. Course evaluation feedback and discussion at SSLC is also included in the review activity during Periodic Subject Reviews.

2.4 Graduate School Reviews

The Graduate School in the College of Arts was reviewed in June 2019. The report is still being finalised; the key themes arising will be included in our report in 2020. The Graduate School of the College of Social Sciences was reviewed in the previous session (under the previous review arrangements) and the report has now been confirmed and published: https://www.gla.ac.uk/research/ourresearchenvironment/prs/graduateschoolreview/reviewcycleandreviewreports/.

Key themes in the College of Social Sciences Review were:

- improving communications and developing clear, simple messaging to students through web pages and other mechanisms;
- reviewing internal processes in the College and how Graduate School and School processes fit together and support each other to ensure consistency and an excellent experience for students. Processes relate to a range of functions such as annual progress review and recruitment processes;
- reviewing and improving supervisor training.

Common themes across reviews are:
- continuing to develop University systems so that they support the student experience effectively. A clear case in point is the management of annual progress reviews which would benefit from the support of a systems approach. Activity is underway to develop additional functionality in the student system;
- the challenge of communicating to a large and diverse student body in effective ways. While an ongoing challenge, this also continues to be improved by Graduate Schools who have developed ways of providing clear information to students appropriate to their populations, such as via Moodle sites or newsletters;
- Supervisor development - Graduate Schools have continued to work on this and from Session 2019/20, there will be some centralised provision to allow focus on the most relevant topics for each Graduate School.

2.5 Reviews by Professional, Statutory or Regulatory Bodies (PSRB)

A large number of our degree programmes receive recognition from various professional bodies ensuring that our provision meets required professional and/or statutory standards. The accreditation process can be beneficial in ensuring relevance and currency and providing a further way of enhancing the quality of teaching and learning. PSRB reports are fed into the PSR process and are reviewed by the external panel member to identify any enhancements developed through PSRB feedback and to ensure that appropriate actions are taken by Schools in their dialogue with PSRBs during the accreditation process. Appendix 3 details the Reviews conducted in Session 2018-19.

3. Monitoring of Support Services impact on teaching, learning and quality of the student experience

As highlighted in the Enhancement-led Institutional Review, a systematic and timely mechanism to review all student-facing professional services is required to be established and this will be taken forward over the coming session. Although the previous review framework for support services was paused while the University undertook a large-scale review of its student services, monitoring of these services has continued through other processes. The newly developed Student Experience Committee (SEC) co-chaired by the Chief Operating Officer & University Secretary and President of the Student Representative Council (SRC) has been a key area focusing on student support. This was established in April 2018 to oversee non-academic aspects of the student experience. Membership is drawn from the professional student support services, academic community and a broad student representation, with 8 student members. SEC is action focused and has seen the development of a Mental Health Action Plan and has commenced work on the development of Student Wellbeing Framework for the University. Various working groups have been established to address priority areas, such as: International Student Experience; Residential Strategy; and Content Warning working groups. SEC also works in close alignment with the Learning and Teaching Committee to ensure coherence between student support services and the academic context. A joint Away Day with the Learning and Teaching Committee was held in May 2019 to consider

areas of common interest including student wellbeing, retention and success, induction, the international student experience and content warnings in academia.

Student Services Review

An external review of Student Services was completed early in 2019. The review covered organisational structure, service delivery, user experience and feedback, leadership and resourcing. The following strengths and weaknesses were highlighted:

Strengths

- Expertise of staff and specialist support
- New governance arrangement (Student Experience Committee) bridging academic and student life with a direct route to Court for resourcing student support
- Planned service consolidation/refurbishment of Fraser Building and planned changes to the wider estate

Weaknesses

- Reactive provision
- No overarching strategy or approach to student wellbeing
- Variable academic and service arrangements within Colleges and Schools
- Absence of service performance/effectiveness measures
- Lack of staff training
- (Balance of) resourcing

In light of the report, the centralised Student Services function is in the process of extensive reorganisation which will give priority to welfare and pastoral support, within a more integrated and collegial approach to student support and wellbeing. There will also be a co-location of central support services as part of the upgrade of the Fraser Building.

The World Changing Glasgow Transformation Project covering Student & Staff Service Delivery has also implemented the new Student Support model "Reach Out" - launched on 9 September 2019 which aims to provide students with easier access to a suite of services. Information Services (Library Services, College Library Support Team and IT Helpdesk) and Student and Academic Services (Student Services Enquiry Team) have worked with to develop a simple, friendly service identity and baseline of support. A new University of Glasgow Helpdesk has been created which the teams will use to help direct students to the support they need.

Review of Professional Services

Also, within the World Changing Glasgow Transformation Project, there will be activity to support development of Professional Services across the institution to better meet the needs of both staff and students. Phase 1 activity will include a review Learning and Teaching Administrative support.

4. The Role and Nature of Student Involvement in Institution-led Review processes

The University is proud of its working relationship with the student body, which was also commended in our recent Enhancement-led Institutional Review. We have a strong partnership approach with the Student Representatives' Council (SRC) Sabbatical Officers who are fully engaged in our quality management processes and, along with other SRC Officers, are full members of all our academic and student support committees. The wider student body is also engaged through the class representative system and input to PSR and course evaluation. In PSR, it is our practice for SRC panel members to lead the panel sessions with students. All key roles associated with these forms of engagement are recorded on the students' Higher Education Achievement Record (HEAR).

There is proactive management of the Class Representative system through the jointly developed Code of Practice for Student Representation, and the SRC-run Class Representation training programme which focuses on the student role in our quality processes. The class representatives of Subjects or Schools being reviewed through PSR will be consulted in relation to the drafting of the Self Evaluation Report and are actively involved with recruiting students to meet with the Panel. Responses to Course Evaluation will be fed into Student/Staff Liaison Committees (SSLCs) as a standing item which class representatives are asked to monitor.

As part of the review of the PSR process, student involvement will be further enhanced by introducing a new meeting with the Subject area students prior to the Review event. This will be led by the Student PSR Panel member who will gain feedback from the Subject area students and report back to the Review Panel. The aim of the student pre-meeting is to provide a more informal environment in which students are encouraged to comment on their experience. It also enhances the role of the Student Panel member. A further development in student engagement with PSR will be the amendment for SSLCs to receive both the full PSR Report and responses to the recommendations, whereas previously only a copy of a summary Report was provided.

5. Reflective Overview

5.1 Progress on actions highlighted in our report for Session 2017-18 and distance travelled

Supporting staff

Periodic Subject Review noted issues around supporting staff and in response, the Early Career Development Programme and Postgraduate Certificate in Academic Practice (PgCAP) was re-developed with the launch of a completely revised programme for PgCAP in Session 2018/19. This brought significant changes to the requirements for new staff, with new compulsory introductory and curriculum design courses, plus additional new optional courses. All assessments, where possible, allow staff to create authentic work which can be applied in teaching and assessment practice. The PgCAP is now an integral part of the MEd in Academic Practice, enabling easy progress on this route for those who wish to do so. A mentoring scheme is under early development by Learning Enhancement and Academic Development Services (LEADS) for staff interested in Senior Fellows and Principal Fellows of Recognising Excellence in Teaching (RET)

A number of initiatives have been taken forward in relation to support for Graduate Teaching Assistants and reported to the University's Learning and Teaching Committee (LTC). This has highlighted the key role GTAs play in learning and teaching activity, and the need to support their professional development. The report contained a number of recommendations, including the development of a Code of Practice. A Working Group has now been established to take forward these recommendations.

Supporting our students

During Session 2018-19, the Academic Writing Skills Programme (AWSP) became compulsory for all new students at both undergraduate and postgraduate taught levels. This is a diagnostic tool designed to give students feedback and guidance on their academic writing and help understanding of university-level feedback. A total of 11,022 students undertook the AWSP, with 72% passing. Students who were deemed to require additional help, were invited to participate on a further on-line course (16%) or in-person classes (8%), depending on the level of additional support deemed appropriate. Following the experience of the first session, the AWSP will be enhanced for next year to provide more feedback and increased emphasis on key areas such as on grammar and punctuation, tone and style. Data derived from AWSP

results and referrals for further support will be used to inform policy development in the areas of assessment, feedback and academic support.

Supporting PGT students

Our Reflective Analysis for the Enhancement-led institutional Review (ELIR) highlighted a need for better support for our PGT community, and this has also been highlighted in a survey undertaken by the Student Representative Council. From session 2019-20 PGT governance has been re-located to fall more explicitly within the remit of Learning and Teaching Committees, whilst College Committees and in some cases roles, will be reconfigured to ensure that PGT is similarly aligned more closely with undergraduate oversight, and developments considered in tandem. Action will be taken to review the advising system for PGT students, incorporating the recommendation from ELIR to ensure adequate communication of advising arrangements for students; this will be monitored by the Student Experience Committee and also reported to LTC.

Supporting Widening Participation Students

As an identified key priority in our Outcome Agreement, there is continuing focus on work to support widening participation students and to improve retention and progression in this area. Periodic Subject Reviews have highlighted a number of successful approaches which will be disseminated as good practice. This includes the recently introduced and successful Glasgow Access Programme (GAP), a one-year premedical course introduced by the Undergraduate Medical School. This initiative was funded by the Scottish Government. Of the 21 participants, 19 had successfully achieved the required final grade to be offered a place to study Medicine. The School of Veterinary Medicine also undertakes outreach work, accepting students through four different widening participation routes. Both Schools had demonstrated determination to offer opportunities to as wide a range as possible with a fair admissions process to broaden the range of applicants, improving diversity of its student cohort. The Subject Area, Politics, was commended for both its involvement with the Summer School and the preparatory work undertaken to ensure that students entering Politics Level 2 via the Clyde College Articulation Programme were sufficiently equipped.

The Retention and Success Working Group (R&SWG), which is part of our Transitions Working Group (TWG), has been regenerated to improve retention and has been working with Planning and Business Intelligence to improve monitoring of student numbers using QlikView, providing 'live' data. Last Session, the R&SWG analysed undergraduate student continuation data for all Colleges and Schools for trends in continuation rates and to potentially identify areas to target with specific intervention and support initiatives. Their analysis found a number of common characteristics including: mature students, MD20/40 students and students who own their own residence, noting that mature students often made up a large proportion of the latter two categories. Student challenges to success have been broken down into three inter-connected categories: resilience; experience; and background and work is continuing in developing actions around supporting the challenges in these areas.

Assessment and Feedback

The World Changing Glasgow Assessment and Feedback Transformation Project was officially launched in April 2018. The first phase of this was diagnostic phase and was supported by workshop and feedback sessions as well as being informed by work undertaken by the Assessment and Feedback Working Group and e-Assessment Working Group. Whilst there is evident staff commitment to support assessment and feedback, the Project has prioritised the need for better integration of systems to provide a more coordinated approach to the processes of assessment and feedback, which would allow staff to focus efforts in other areas. The Project is now moving to the identification of actions to allow the development and implementation of institution-wide academic and operating models.

Dissemination of good practice

Good practice identified from PSR and Annual Monitoring was sent to the Good Practice Adviser based in LEADS. Following review of these, a number of case studies have been published on the Good Practice website. A few members of staff involved with good practice have been interviewed to allow further information to be included on the good practice website being launched at the start of Session 2019-20.

Course Evaluation

We had some technical issues with the provision on the aggregated report for course evaluation, but it is anticipated that these will be resolved this coming session. We are working with Schools in relation to improving response rates, which has been raised in annual monitoring reports. In general, we recommend course evaluation is undertaken during class and prior to the end of completion. Low response rates were also raised in the Periodic Subject Review of Law, and action taken which led to the following improved response rates for the School of Law:

2017-18

Semester 1: 32.25%
Semester 2: 23.7%

2018-19

Semester 1: 56.25%
Semester 2: 51.64%

Response rates across the University at the end of Semester 2 are typically around 8% lower compared to Semester 1 rates, and this may be due to students receiving too many surveys at the end of year. This will require further monitoring.

Changes to the Periodic Subject Review process

There was a major review of the six-yearly PSR process during Session 2018-19 with a proposal submitted to Academic Standards Committee in May 2019. A pilot of the revised process will be held during Session 2019-20 with full implementation due to commence from Session 2020-21 at the start of the fourth cycle of PSR. Changes in design were based on:

- Ensuring SFC requirements in relation to increased analysis of data, monitoring outcomes and progress are met
- Improving linkage with School Learning & Teaching action plans
- Improving linkage with other quality processes
- Increasing student involvement
- Streamlining to reduce workload for Schools/Subjects under review
- Incorporating good practice identified elsewhere

As such, the key main areas that have been revised are

- A clearer structured and shorter Reflective Analysis (RA). The RA will focus on vision, plans for future development and their implementation, opportunities and challenges identified, linkage to School and College strategic Learning and Teaching plans, with an underlying emphasis on the student voice and student experience.
- Increased reflection on use of data in the RA and how this is used to inform action and evidence of impact.
- The final Report will be shorter: providing an overview of the Panel's findings with recommendations, commendations and good practice highlighted. Context will be given as to why a recommendation has been made and its expected impact.

- Improvement in the measure and monitoring of progress and linking actions from recommendations to the annual monitoring process.

Changes to Graduate School Review process

During Session 2018-19, the Graduate School Review process was reviewed by the Deans of Graduate Studies Committee and the Research Policy and Strategy Committee with the following changes implemented:

- The documentation provided for the Review would consist of a short (2,500 words) narrative submission answering five reflective questions, a SWOT analysis, supplementary documentation (such as a training manual, programme handbooks or strategy documents) and a comprehensive student data pack produced centrally by Research and Innovation Services.
- Reviews will now take place on a three-yearly cycle, with Arts and COSS being reviewed in the same year as part of the cycle. There will be no gap year or consolidation year in the new review cycle as activity is considered to be ongoing.
- In future reviews, an external panel member with a professional services remit will be invited to be an external panel member as well as a colleague with an academic remit.

Review of the University's Annual Monitoring process

- The University's Annual Monitoring process is currently under review. Two student interns were employed in June 2019 using funds from the Quality Assurance Agency Scotland Enhancement Theme. Research was conducted on current practices within the Higher Education sector and the interns then met with key stakeholders in the University (including School and College Quality Officers, and Heads of School) to review current practice in Annual Monitoring at School/Subject level across the University, and to seek views on the ways in which the process could be enhanced/streamlined. There will also be an exploration of how the role/expectations of School Quality Officers differs across the University, and how this role might be developed in the future. The findings of this research will be reported to the Academic Standards Committee (ASC) in the 2019-20 session along with recommendations for suggested improvements.

Addressing short term teaching space

As highlighted in our report last year, issues with teaching space were raised both via PSR and annual monitoring. Whilst we are awaiting the completion of the James McCune Smith Learning Hub, which will allow for staged and more detailed refurbishment moves, the Refurbishment of Teaching Space Working Group is developing a strategic plan for refurbishment of the campus. This Working Group is developing an ongoing audit of teaching spaces to determine priorities for refurbishment over the next five years. Staff across the University had been invited to participate in a short survey on teaching space to inform this group. In addition, the Laboratory Refurbishment Working Group is running in conjunction with this and is reviewing reconfiguration and relocation of laboratory space.

5.2 Key findings and significant outcomes from 2018-19 and priorities for 2019-20

Periodic Subject Review and Annual Monitoring

A number of areas will be prioritised following analysis of data arising from PSR and Annual Monitoring. These include:

- Support for staff
  The PSR staff survey that was introduced and commended in our ELIR Outcome report, has highlighted the need to focus on supporting staff. Whilst it is anticipated that the

revised Early Career Development Programme and PgCAP will provide greater support for early career staff in general, better support mechanisms are required. LEADS have launched its CPD series of over 50 sessions designed to help develop teaching practice. Each strand is aligned to the academic promotion criteria, with each individual session aligned to the UK Professional Standards Framework (UKPSF) in order to help staff, evidence their continuing development.

There will be substantial development of support for Graduate Teaching Assistance through the planned work of the GTA Working Group with the introduction of a more formalised system for our GTAs. Various developments running through the World Changing Glasgow Transformation Projects will focus on significant improvement to systems and processes which will be of benefit to staff and release time for academic activity. Additionally, a number of University and College initiatives are focused on creating communities of practice for staff on the Learning Teaching and Scholarship (LTS) track, in particular to provide mentoring and guidance around scholarship of learning and teaching.

- Content Warning

There was agreement at our SEC/LTC Away Day held in May, that a policy on Content Warning for academic delivery should be introduced across the University. This would focus on supporting students to prepare in order to be able to engage with content which may be considered to be potentially sensitive or emotionally challenging. A Working Group has been established to develop policy.

- Moodle

A Moodle template has been designed to ensure consistency of information provided. This was not on a compulsory basis, predominantly due to a planned review of our VLE, however further consideration through our normal committee processes, will be given to the potential benefits of greater use of Moodle templates .

- Assessment and Feedback

Whilst it is recognised that assessment and feedback will be fundamentally reviewed as part of our World Changing Transformation Project, there are some small short-term initiatives that the Assessment and Feedback Working Group and some College teams focusing on 'quick wins' from the transformation project will introduce. This includes greater guidance to committees on good course and assessment design, and more streamlined processes supporting assessment and feedback using existing IT solutions.

- Student Support

Elements of student support around mental health and disability reporting and provision have been highlighted through annual monitoring. These will be at the core of the current reorganisation of our central support service, which will also have improved links with College and School provision, and the work identified on the University's Mental Health Action Plan. The Framework for Student Wellbeing will also link into these areas.

Campus Development and Quality of Teaching Space

Issues with accommodation quality, capacity and timetabling are regularly highlighted as part of annual monitoring. These will continue to be tackled through substantial investment in redesigning existing study and learning spaces, overseen by the Refurbishment Working Group, as well as the infrastructure developments in creating new study and learning space.

Graduate Attributes and Employability strategy

A Graduate Attributes and Employability Working Group has been established to refresh our approach and establish a strategy on how best to support and engage students in developing

their attributes against our skills reference framework. As part of the new PSR cycle, greater emphasis will be placed on the integration of professional skills, employability and work-based learning in the curriculum and how Schools engage with graduates after study.

Our Careers Service now offers an internship hub for our students, which offers approximately 350 internships each academic year. This includes:

- Summer internships with start-up businesses and multinational organisations
- On-campus internships working across the University in multiple services
- Part-time term time with local companies to fit in with studies

Learning and Teaching Strategy 2020-25

This year we will be developing the University's Learning and Teaching Strategy for 2020-25. It is expected it will include inclusion, skills and learning technology. It is recognised that the rate of change of legislation, digital skills and artificial intelligence is substantial and providing our students with knowledge and applied skills would enhance their employability as well as their immediate contribution to society more generally.

Approved by Planning and Business Intelligence

Approved by Vice Principal (Learning and Teaching)

Approved by Academic Standards Committee (4 October 2019)

Approved by Court (9 October 2019)

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Periodic Subject Reviews

Subject Areas and Programmes Reviewed in Session 2018-19

Celtic and Gaelic

Undergraduate
Master of Arts – Celtic Studies (single and joint honours)
Master of Arts – Celtic Civilisation (joint honours)
Master of Arts – Gaelic Studies (single and joint honours)

Postgraduate
Master of Letters – Celtic Studies
Master of Research – Celtic/Gaelic

Engineering

Undergraduate
BEng/MEng Aeronautical Engineering
BEng Aeronautical Engineering (w. SIT)
BEng/MEng Aerospace Systems
BEng Aerospace Systems (w. SIT)
BEng/MEng Biomedical Engineering
BEng/MEng Civil Engineering
BEng Civil Engineering (joint w. SIT)
BEng/MEng Civil Engineering with Architecture
BSc/BEng/MEng Electronics & Software Engineering (joint with CS)
BEng/MEng Electronics & Electrical Engineering
BEng Electronics & Electrical Engineering (JEP w. UESTC)
BEng E&EE with Communication (JEP with UESTC)
BEng/MEng Electronics with Music (2/3 Engineering, 1/3 Music)
BEng/MEng Mechanical Design Engineering
BEng Mechanical Design Engineering (w. SIT)
BEng/MEng Mechanical Engineering
BEng/MEng Mechanical Engineering with Aeronautics
BEng Mechatronics
BEng Mechatronics (w. SIT)
BEng/MEng Product Design Engineering (with Glasgow School of Art)

Postgraduate
MSc Aeronautical Engineering
MSc Aeronautical Engineering (w. SIT)
MSc Aerospace Systems
MSc Aerospace Systems (w. SIT)
MSc Biomedical Engineering
MSc Civil Engineering
MSc Civil Engineering (joint w. SIT)
MSc Civil Engineering with Architecture
MSc Electronics & Software Engineering (joint with CS)
MSc Electronics & Electrical Engineering
MSc Electronics & Electrical Engineering (JEP w. UESTC)
MSc E&EE with Communication (JEP with UESTC)

MSc Electronics with Music (2/3 Engineering, 1/3 Music)
MSc Mechanical Design Engineering
MSc Mechanical Design Engineering (w. SIT)
MSc Mechanical Engineering
MSc Mechanical Engineering with Aeronautics
MSc Mechatronics
MSc Mechatronics (w. SIT)
MSc Product Design Engineering (with Glasgow School of Art)

Politics

Undergraduate
Master of Arts (Social Sciences) – Politics (single honours)
Master of Arts (Social Sciences) – Politics with Quantitative Methods
Master of Arts (Social Sciences) – Politics (joint honours, with 40 subject choices)
Master of Arts (Social Sciences) – Politics (3-year general degree)

Postgraduate (run directly through the subject):

Chinese Studies (MSc)
Human Rights & International Politics (MSc and MRes)
International Relations (MSc and MRes)
Politics Communication (MSc and MRes)

Postgraduate (run through the School of Social and Political Sciences and with substantial input from the subject):

Erasmus Mundus International Masters in Security, Intelligence & Strategic Studies (IntM)
MSc International Relations (Joint Graduate School with Nankai University)
Global Security (MSc and MRes)

MVLS Graduate School

Postgraduate
MSc Bioinformatics
MSc/MRes Biomedical Science
PGCert Anatomy
MSc Medical Visualisation and Human Anatomy
MSc Brain Sciences
MSc Cancer Sciences
MSc Molecular Pathology
MSc Medical Genetics and Genomics
MSc Genetic and Genomic Counselling
MSc Clinical Genetics
MSc Biotechnology
MSc Biotechnology and Management
MSc Infection Biology
MSc Immunology and Inflammatory Disease
MRes Ecology and Environmental Biology
MSc Quantitative Methods in Biodiversity, Conservation and Epidemiology
MSc Animal Welfare Science, Ethics and Law

MSc Conservation Management of African Ecosystems
MSc Wildlife and Livestock Management – Online Distance Learning
MSc One Health – Online Distance Learning
MSc Food Security
Socio-Legal Studies (MRes)

Undergraduate School of Medicine

Undergraduate
MBChB
1-year intercalated BSc (Med Sci) Clinical Medicine programme

Veterinary Medicine

Undergraduate
BVMS
BSc/MSci Veterinary Biosciences

Periodic Subject Review (PSR) – Schedule 2019 to 2025

Next Review	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Arts	Philosophy Theology and Religious Studies	Classics History Theatre, Film and TV Studies	Archaeology English Language and Literature and Scottish Literature	HATII History of Art	School of Modern Languages and Cultures Music	Celtic and Gaelic
	2	3	2	2	2	1
Medical, Veterinary and Life Sciences	Nursing and Health Care School MVLS Graduate School: **PGT Cluster 2**: Medical Professions, Health & Wellbeing and Medical & Clinical Science		Dental School	School of Life Sciences	Medical Undergraduate School	School of Veterinary Medicine MVLS Graduate School: **PGT Cluster 1:** Biomedical Science, Animal & Plant Sciences
	2	0	1	1	1	2
Science and Engineering	School of Computing Science	School of Chemistry School of Geographical and Earth Sciences	School of Mathematics and Statistics	School of Psychology	School of Physics and Astronomy	School of Engineering TNE
	1	2	1	1	1	2
Social Sciences	Economic and Social History Sociology	Economics Urban Studies	School of Interdisciplinary Studies	Accounting and Finance Central and East European Studies	School of Education School of Law Management	Politics
	2	2	1	2	3	1
Others			LEADS (PG CAP and MEd)		Short Courses[1]	
	0	0	1	0	1	
Total	7	7	6	6	8	6
Year of Cycle	6 of 3rd	1 of 4th	2 of 4th	3 of 4th	4 of 4th	5 of 4th

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[1] May be moved to Session 2024-25 due to staffing/timetabling conflict

2.5 Reviews by Professional, Statutory or Regulatory Bodies (PSRB)

PSRB Reviews conducted in Session 2018-19

The table below shows the PSRB outcomes for reviews held during session 2018-19.

School/Research Institute	PSRB	Outcome
Institute of Health & Wellbeing	British Psychological Society	Report received. Programme renewed on an ongoing basis.
School of Computing Science	British Computer Society / Institute of Engineering & Technology (Joint Visit)	Reports received. Programmes have been reaccredited.
School of Education	General Teaching Council for Scotland*	Report still to be received. Programmes have been reaccredited.
	Scottish Social Services Council*	Report received. Programme has been reaccredited.
School of Engineering	Engineering Accreditation Board	Still to receive response from School.
	Institution of Engineering & Technology	Still to receive response from School.
	Institution of Mechanical Engineers*	Letter received. Programmes have been accredited.
	Joint Board of Moderators	Report received. Programmes have been reaccredited.
	Royal Aeronautical Society*	Letter received. Programmes have been accredited.
School of Geographical & Earth Sciences	Chartered Institution of Civil Engineering Surveyors*	Report received. Programmes have been accredited.
School of Humanities	Archives & Records Association	Report received. Programme has been reaccredited.
	Chartered Institute of Library and Information Professionals*	Report received. Programmes have been re(accredited).
School of Interdisciplinary Studies	General Teaching Council for Scotland*	Report received. Programme has been reaccredited.

School of Medicine, Dentistry & Nursing	General Dental Council*	Report received. Programme has been reaccredited.
School of Physics & Astronomy	Institute of Physics	Report still to be received. Programmes have been reaccredited.
School of Social & Political Sciences	Chartered Institute of Housing	Review to be rescheduled due to suspension of programme.
	Royal Town Planning Institute	Programmes accredited on an ongoing basis.

* Review not included in advance list of events due to be held in 2018-19 as reported to SFC in September 2018.

Court Context Card 9 October 2019 - REPORT FROM Finance Committee	
Speaker	**Graeme Bissett**
Speaker role	Finance Committee Convenor
Paper Description	Finance Committee Report to Court
Topic last discussed at Court	Jun-19
Topic discussed at Committee	Sep-19
Court members present	Court members present at last meeting: G Bissett, E Orcharton, E Passey, N Hill, S Kennedy, S Kirby, R Mercer, A Muscatelli
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion
Paper Summary	Updates on areas listed in the paper as follows:
	1. Executive Summary of Agenda Items
	2. Annual Agenda Plan
	3. Capital Programme Update
	4. Overview of Performance as at 31 July 2019
	Minutes of last meeting including summary of Capex applications approved
Topics to be discussed	Estates Strategy and Capital Plan Review; progress of Capital Programme
	Investment performance; Period 12 Overview of Performance
Action from Court	Capital Plan review for discussion; other items for noting
Recommendation to Court	N/A
Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	1A. Income generation
	1B. Maximise efficiency/effectiveness, control expenditure, achieve savings
	9. Campus development programme
Demographics	
% of University	100% students
	100% staff
Operating stats	
% of	largely cross university relevance
Campus	All
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Finance Committee
Minute of Meeting held on Thursday 19 September 2019
in the Melville Room

Present:

Graeme Bissett (Convenor), Robert Fraser, Prof Nick Hill, Dr Simon Kennedy, Scott Kirby, Jonathan Loukes (via teleconference), Ronnie Mercer, Prof Sir Anton Muscatelli, Elspeth Orcharton, Elizabeth Passey (via teleconference)

In attendance:

Ann Allen, Gregor Caldow, Dr David Duncan, Prof Neal Juster, Fiona Quinn

Apologies:

Heather Cousins, Gavin Stewart

FC/2019/01. Summary of main points

1. The Committee received a presentation updating members on progress with development of the Capital Plan. The committee noted increased costs for Phase 1a and 1b, as well as consideration of other capital spend in the existing estate and potential new projects. Phase 1a and 1b current costs are forecast as £667.7m (increasing from £531m at June 2018 and £608m at May 2019). Projects which were in construction largely remained within the planned expenditure but cost estimates on projects at earlier stages showed significant increases. In addition, a number of new potential projects were under consideration which were not in the current Capital Plan. As a consequence, considerable further work was required before a revised Capital Plan could be submitted to Court in December. The matters under review included revised costings for existing projects, cost estimates for new projects, updated assessments of small-scale project spend together with maintenance and ICT programmes and revised prioritisation of projects with a likely deferral of some projects in the current plan and the introduction of new projects.

   The Committee had also requested a paper outlining a possible framework of financial measurements which could be applied to assess capital programme affordability. It was agreed that the paper represented a good basis from which to move forward, with further work to be done reflecting updated views on operating cash generation, the updated Capital Plan proposals and consideration of borrowing capacity.

   In view of the significant increases in the Capital Plan costs, it was agreed that a gateway review would be undertaken by independent advisors on the methodology used to establish the Capital Plan costs. The scope of the review would be discussed further but would be intended to provide a view on the methodology adopted, guidance on best practice to the extent not already adopted and an assessment of the level of confidence in the Capital Plan cost assumptions.

2. The Committee noted a report on performance of endowment investments and cash investments. Endowment performance was strong, while cash investments were behind benchmark by £3.6m. A further review with the fund managers was planned.

3. The Committee approved the closure of one unused Euro account and the opening of two new

accounts.

4. The Committee noted the overview of performance. The results for the year ended 31 July 2019 disclosed an operating surplus under FRS102 of £44m, £20.6m ahead of budget. Cash generated from operations in the year was £47.1m, an increase of £16.8m on budget. At year-end, the University had £289.8m of uncommitted net funds.

5. The Committee noted two new entities which had been added to the Group structure: UOG Commercial Ltd, a wholly owned subsidiary of GU Holdings Ltd, and the European Centre for Advanced Studies Gmbh (ECAS), a new joint venture.

FC/2019/02. Declarations of Interest

No declarations were reported.

FC/2019/03. Minutes of the meeting held on Thursday 30 May 2019

The minutes of Finance Committee held on 30 May 2019 were approved.

FC/2019/04. Executive Summary (paper 5)

The Committee received a paper summarising agenda business and key financial metrics. Members welcomed the summary.

FC/2019/05. Annual Review of Finance Committee Remit (paper 6.1)

Members noted that each Committee of Court was required formally to review and approve its remit on an annual basis. Committee members were content to approve the current remit.

It was noted that the title "Senate Assessors" would be updated, to reflect changes in nomenclature due to revisions in the composition of Senate.

FC/2019/06. Annual Agenda Plan (paper 6.2)

The Committee received a draft Annual Agenda Plan setting out Committee business for the forthcoming year. Finance Committee approved the Agenda Plan, with the following minor alterations:

- Professor Frank Coton (Vice Principal Academic Planning and Technological Innovation) would now have overall responsibility for the annual planning round and as such he would be invited to attend meetings of Finance Committee in January, March and May when updates on the planning round and the final University budget were scheduled to be discussed. This would be added to the agenda plan.

- Discussion of the TRAC return would be moved to November.

- The review of administrative savings would be added to the plan.

FC/2019/07. Committee Self-Evaluation (paper 6.3)

The Committee received a summary of responses to the annual self-evaluation questions.

The Convenor thanked Committee members for taking the time to complete the self-evaluation, and thanked the Clerk to Court for independent assistance with the exercise. Committee members were generally content with the operation of the Committee. It was noted that members wished to ensure appropriate timing of meetings alongside Estates Committee and Court meetings. The Committee received a summary of key committee dates for 2019-20 and agreed that the timings were suitable, with ample time for updating of papers between Estates and Finance Committees and Court meetings.

It was agreed that Committee papers were usually received in good time, however members would appreciate hard copy packs being sent out a day or two earlier.

FC/2019/08. Capital Expenditure Requests (paper 7.1)

Finance Committee received three capital expenditure requests, summarised in the table below:

Project	Purpose of funding application	Total Projected Cost	Provision in capital plan	Other Funding Source	Value of funding sought under application	Action required
Western/New Build/ Adam Smith Business School & PGT Hub	Fees Only	£85m	Yes (£44.8m)	Nil	£2.6m	Approval sought
Western / Church Street Innovation Zone / Tennent Institute, Chapel and Outpatients Building Refurbishment	Fees Only	£15m	Yes (£5m)	£10m applied for from SFC	£1.3m	Approval sought
Gilmorehill / Boyd Orr / Refurbishment Works	Fees Only	£90m	£35m	Nil	£2.59m	Approval Sought

There was a detailed discussion of the requests.

All three projects for which fees were approved would be considered further in the context of the revised Capital Plan.

Infrastructure project

The Capex request relating to the Infrastructure project had not yet received full approval from Estates Committee. The Executive Director of Estates and Commercial Services, the Convenor of Estates Committee and the Convenor of Finance Committee would continue to discuss regarding the action required by Finance Committee – it was to be determined whether this request could be deferred until the November meeting of Finance Committee or whether earlier approval was sought. If the latter, Finance Committee would be asked to approve by email. It was agreed in either case it was important that Finance Committee had ample opportunity to consider and challenge.

FC/2019/09. Estates Strategy and Capital Plan Review (paper 7.2)

The Committee received a paper and presentation outlining factors influencing the development of the estates strategy and setting out various options for potential inclusion in the Capital Plan, reflecting the current views of SMG. The intention was that a refreshed Capital Plan would be submitted to Court in December 2019.

As discussed at the Court away day it was agreed that as an adjunct to the Capital Plan, a 'shadowbook' of potential projects should be drawn up to keep Court and committees briefed on potential projects and opportunities which were progressing in the background but had not yet been developed sufficiently to form part of the Capital Plan.

The Committee was supportive of the overall direction of travel.

Finance Committee noted that SMG would discuss the Estates Strategy further in the coming weeks and the Capital Plan would come to Estates Committee, Finance Committee and Court in the November/December governance cycle.

FC/2019/10. Capital Programme Update and Campus Redevelopment Spend and Contingency (paper 7.3 and 7.4)

Finance Committee noted an update on current capital projects and a summary of progress of the capital plan.

FC/2019/11. Status of Capital Grant Funding (paper 7.5)

Finance Committee noted the report on capital grant funding. As previously noted, equipment purchases would not go ahead unless grant applications were successful. One application had been successful (£0.79m), two had been rejected (£1.75m in total) and three were still pending (£1.72m in total).

FC/2019/12. Updated Long-Term Cashflow and Debt Projections / Borrowing Limits: Debt Ratio Framework (paper 8)

The Committee had also requested a paper outlining a possible framework of financial measurements which could be applied to assess capital programme affordability. It was agreed that the paper represented a good basis from which to move forward, with further work to be done reflecting updated views on operating cash generation, the updated Capital Plan proposals and consideration of borrowing capacity.

In discussing the paper the Committee agreed that pension costs, the refurbishment of existing buildings, ongoing maintenance and IT costs will be significant additional factors (pension costs are omitted from the paper because they are not factored into current debt covenants). It was also agreed that in the revised capital plan and associated borrowing scenario it would be important to reflect the scale of ambition of the University and the income that can be generated. The Committee would find it useful to have more context around the various scenarios. It was agreed that some principles must be agreed around the overall financial framework and the approach to managing debt in the long run.

In view of the significant increases in the Capital Plan costs, it was agreed that a gateway review would be undertaken by independent advisors on the methodology used to establish the Capital Plan costs. The scope of the review would be discussed further but would be intended to provide a view on the methodology adopted, guidance on best practice to the extent not already adopted and an assessment of the level of confidence in the Capital Plan cost assumptions.

FC/2019/13. Investment Advisory Committee Minutes (paper 9.1)

Finance Committee noted the minutes of the Investment Advisory Committee from 17 May 2019. It was noted that the fossil fuels restriction continues to have an adverse impact on performance.

FC/2019/14. Endowment Funds Performance (paper 9.2)

Finance Committee noted the endowments investment report. There was a consistent pattern of strong performance with both funds exceeding the FTSE All Share index.

FC/2019/15. Investment Funds Performance and Bank Balances (paper 9.3)

Finance Committee noted the report on cash investments and bank balances. The Committee noted that performance continued to be behind benchmark by £3.6m due to the Insight Libor + fund. Rates of return over the investment period were still higher than term deposits.

The Group Financial Controller informed the Committee that a review with the Fund Managers was planned in the coming months.

FC/2019/16. Bank Administration: Treasury Update (paper 9.4)

The Committee approved a request to open bank accounts for two new subsidiary companies which were in the process of being incorporated.

The Committee approved a request to close the Euro account held with RBS which is not in use. Euro accounts are retained with three other institutions.

FC/2019/17. Overview of Performance as at 31 July 2019 (paper 10.1)

The Committee noted a report on the overview of performance to 31 July 2019. The Committee noted that the University achieved an underlying operating surplus of £19m which was £16.3m ahead of budget. The movements which contributed to the improved surplus included tuition fees at £16.9m favourable to budget, salary savings of £4.4m, and consumables £6.9m adverse to budget.

The operating surplus under FRS102 was £44m, £20.6m favourable to budget.

Finance Committee noted that pension liabilities would have a significant impact.

The Director of Finance informed the Committee that fees already approved for buildings which were now under review would be written off.

FC/2019/18. Debtors Report as at 31 July 2019 (paper 10.2)

Finance Committee noted an update on overall debt levels as at 31 July 2019. Total debt stood at £34.9m, representing an increase year on year relative to July 2018 of £4.2m. This increase is in line with the increase in year on year sales within both the student & sponsor and commercial areas.

The total population of aged debt (over 60 days) at end July 2019 was £6.2m, an increase of £2.6m on prior year.

FC/2019/19. Accounting Updates

Finance Committee noted there were no substantive changes to accounting policy. There would be an update in November.

FC/2019/20. Corporate Structure (paper 10.4)

The Director of Finance presented a paper describing the various 'live' and 'dormant' entities which are consolidated into the University's financial statements for 2018/19.

It was noted that the Group structure had been updated to include UOG Commercial Ltd, a wholly owned subsidiary of GU Holdings Ltd, and the European Centre for Advanced Studies Gmbh (ECAS), a new joint venture – both notified to Finance Committee in September 2018.

The Committee noted the report.

FC/2019/21. Insurance Renewal 2019/20 (paper 10.5)

The Committee received a report on insurance activity including a note of the premium costs for the coming year. The total premium costs for 2019/20 were circa £1.55m, an increase of £138k (9.7%) on the previous year.

Finance Committee noted the insurance renewal report.

FC/2019/22. Table of Actions

Action	Date Due	Notes
Invite Chair of IAC to November meeting	Ahead of next meeting	Clerk
Invite VP (Academic Planning & Technological Innovation) to January, March and May meetings	ASAP	Clerk
Consider Infrastructure Capex request, either via email or at November meeting	By November	Director Estates & Commercial Services/Convenors of Estates & Finance Committees
Revised Capital Plan and financial assessment framework	By November	Senior VP/Director Estates & Commercial Services, Finance Director / Group Financial Controller
Draw up shadowbook of potential projects	December Court	Senior VP/Director Estates & Commercial Services
Undertake gateway review of cost methodology	December Court	Secretary of Court
Provide update on administrative savings to inform long term cash flow forecasts	November or January meeting	Group Financial Controller
Annual Review with fund managers	November	Group Financial Controller
Follow up on TRAC discussion, providing sight of TRAC returns ahead of submission	November meeting	Group Financial Controller

FC/2019/23. Date of Next Meeting

Tuesday 19 November 2019, 2.00pm.

Court Context Card 11 October 2019 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (3 September 2019)
Topic last discussed at Court	Last report to Court was June 2019
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convenor), Mr D Milloy, Dr B Wood, Mr S Kirby, Prof Sir A Muscatelli
Cost of proposed plan	Various
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	A summary of the Committee's businesss and full Minutes including update on Capital programme and Project progress/approval. An in depth presentation and discussion took place regarding the Capital Plan Review and the Benefits Realisation for the Adam Smith Business School & PGT Hub.
Topics to be discussed	
Action from Court	Court is asked **to note** Estates Committee's approval of CapEx applications as follows: New Build Adam Smith Business School & PGT Hub in the sum of £2.6million (EC/2019/5.2.1 refers); Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment in the sum of £1.3million (EC/2019/5.2.2 refers); Boyd Orr/Refurbishment Works in the sum of £2.59million (EC/2019/5.2.3 refers);
Recommendation to Court	
Relevant Strategic Plan workstream	People, Place and Purpose
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	Risk 9 Estates: Failure to define and implement a coherent, holistic campus development programme which is transformational and offers value for money
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

Estates Committee September 2019 Summary

Substantive matters:

1. Prof Juster provided an update on the capital plan review. Challenges of cost increase, new opportunities and project development discussed. The balance of spend between, new build, refurbishment of the existing estates, maintenance and investment in the digital Infrastructure noted. The priorities being reviewed between projects that must be done, projects that should be done and projects to consider for other funding streams. Estates committee views will inform SMGs ongoing consideration of the capital plan. A final version will be considered by Court in December.

2. All recognised that the ASBS/PGT project is a current priority as it supports PGT growth. The benefits of the project were presented to the committee. The full business case, subject to final agreement of target price, will be considered by Court in December.

3. Capital Programme - noted

4. The following CapEx applications were approved:

Western/New Build/Adam Smith Business School & PGT Hub (fees application) in the sum of £2.6million

Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment (fees application) in the sum of £1.3million

Gilmorehill/Boyd Orr/Refurbishment Works (fees application) in the sum of £2.59million

It was agreed that the CapEx application for Western Infrastructure – Combined Central Sprinklers and 11kv Switchroom Facility and Associated Infrastructure in the sum of £6,996,229 would be considered by email.

Ann Allen
Executive Director Estates and Commercial Services

Present: Mrs A Allen, Dr D Duncan, Professor N Juster, Mr R Mercer (Convenor), Mr D Milloy, Dr B Wood, Mr S Kirby, Mr A Seabourne, Professor A Muscatelli (Principal),

In Attendance: Mrs M Hipkin (Clerk), Mrs N Cameron, Mr P Haggarty, Mr D Hall, Mrs S Gilmartin (Observer)

Apologies: Mr R Fraser, Mr D Smith, Mr C Goodyear

EC/2019/1 Minute of the meeting held on 7 May 2019
The minute was approved as an accurate record.

EC/2019/2 Matters Arising
There were no matters arising.

EC/2019/3 Matters for Discussion

EC/2019/3.1 Capital Plan Review
The Committee noted that the 2019/20 Capital Plan review is still ongoing and will focus on what the University's priorities are and what the impact of these will be. The key principles of the Capital Plan are to be dynamic and responsive to shifting priorities; investments must be transformational and forward-looking and; investments should support strategic priorities. There have been a number of key changes since 2016. These changes include the difficulty to deliver phase 1 with the current budget due to the factors of inflation and project visions evolving. Additional key changes noted were faster growth in student numbers; new strategic opportunities arising; changes to digital infrastructure requirements and new disruptors arising in HE and society. Other changes since 2016 noted were maintenance/refurbishment pressures; new strategic plan; transformation programme; increased requirement for IT investment and; Research Council equipment funding falling to 50%. These changes are having an impact due to there being more good projects proposed than funding available. Any plans proposed must help to deliver strategy and meet ambitions alongside generating appropriate income to pay for development.

EC/2019/3.2 Benefits Realisation – Adam Smith Business School & PGT Hub
The Committee noted the presentation which was focused on the Vision and Benefits was being brought in advance of the discussion for the Adam Smith Business School and PGT Hub which will be discussed at the Court Strategy day in September 2019. The full business case will be presented to Estates Committee, followed by submission to Court, December 2019. This submission will be based on an estimate with the target price discussions to be concluded in February 2020.

The final plot location is important, ASBS is ready to make the transition to a world-class "Business School for the University. The benefits for the project are for both UoG and ASBS and have been produced from three interconnected aspects of learner experience, connections with practice and research with input across the University community.

The project will deliver a high-quality space which is adaptable to not only support the business school but also the wider UoG and PGT community.

The key project benefits have been identified as: Delivering 691 additional teaching spaces to support the growth of 1400 PGT's; the proposed development will give PGT students improved access to state of the art pedagogy and study, learning, teaching and social spaces and it will support improved integration and diversification within the PGT experience and create more opportunity for PGT students to feel part of UoG community. The space will facilitate increased collaboration and joint programmes with initial programme development with Science and Engineering and MVLS. The space will support increased research performance and interdisciplinary collaboration within the school and other areas of UoG. The measures for success are acknowledged to be growing grant income and the number of interdisciplinary grants along with the number of co-authored reports; Utilisation of space by staff and students for non-academic works by 50% with an increase in the number of club/society bookings; Improved global rankings; Introduction of an eMBA course with 30 participants; Increase staff satisfaction by 2%; increase attendance at corporate events along with a 40% increase from non-academic and charity events and; improved sustainability with natural ventilation where space allows (not within the teaching block).

Continual design reviews have been ongoing and there is a confidence that the current design utilising vertical stacks will allow for realisation of the benefits. The Committee noted that the realisation of the benefits has already begun with the key appointments of new staff for teaching, research and programme development. It was acknowledged that the benefits will be quantified within the DCF.

The Committee noted that work is being done across the campus on sustainability of which the ASBS & PGT Hub is a small part. Sustainability has been looked at as this is what staff are currently discussing. Facilities to encourage active travel such as bike stores and shower facilities are being incorporated into the building design. The incorporation of a data visualisation suite will allow for dialling in from any location remotely. Wider thinking is

needed on how collaboration can happen in terms of virtual teaching. The efficiency of running the building has constantly tested. The teaching stack with have the majority of the mechanical ventilation. A green roof and PV has been incorporated into the design which fits into the wide context and surrounding environment. It was noted that the buildings height parameters have been maximised and the building has been designed in a way it can support the community from day 1 with adaptability to changing growth.

The Committee acknowledged the Early Contractor Involvement has been positive and had occurred earlier on this project that previous projects in the programme. The development of the building façade is a key item which has benefited from the ECI as this has now been taken off the project critical path.

EC/2019/4 Capital Programme Update

EC/2019/4.1 Programme Governance Board Update

EC/2019/4.1.1 Convenor's Update

EC/2019/4.1.2 Lay Members' Update

EC/2019/4.1.3 Summary Report
The Committee noted the report and acknowledged that the CapEx application for the Infrastructure project in relation to the Sprinkler Tank and 11kv Switchroom has still to be approved by the CapEx Committee. It was agreed once this approval has been obtained it will be circulated to the Committee for an out of cycle approval.

EC/2019/4.1.4 Major Project Dashboard Reports
The Committee acknowledged that the dashboards are being reshaped by the Estates Programme Office with a new format being piloted. Discussions to take place over the coming months with users and stakeholders.

EC/2019/4.1.5 Cost Report
The report was noted. The Committee recognised that the contingency amount left for the Research Hub is still a concern and risk. This is being closely monitored with the Project Manager actively managing the fit-out costs.

EC/2019/4.2 Capital Projects Governance Board

EC/2019/4.2.1 Convenor's Update
The committee noted that projects are progressing well with the Research Hub being closely monitored for Contingency.

EC/2019/4.2.2 Lay Members' Update

EC/2019/4.2.3 Summary Report
The Committee noted the summary report and key activities.

EC/2019/4.2.5 Dashboard Reports
The Committee noted the current status of all major projects.

EC/2019/5 CapEx Committee Report

EC/2019/5.1 CapEx Application Summary
The summary was noted.

EC/2019/5.2 Estates CapEx Applications

EC/2019/5.2.1 Western/New Build/Adam Smith Business School & PGT Hub (fees application)
The Committee approved the application in the sum of £2.6million for additional funding for fees for the new Adam Smith Business School & PGT Hub to develop the design to RIBA Stage 4 and progress early contractor design packages.

EC/2019/5.2.2 Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment
The Committee approved the application in the sum of £1.3million for the design development to the end of RIBA stage 2 for the Refurbishment of the Tennent Institute, Chapel and Outpatients Building.

EC/2019/5.2.3 Gilmorehill/Boyd Orr/Refurbishment Works
The Committee approved the application in the sum of £2.59million for design and market testing for refurbishment and improvement works within the Boyd Orr building. This application is in addition to the £1.77million previously approved for early design.

EC/2019/5.3 Lease Matters for Approval

EC/2019/5.3.1 Berkley Square Assignation - Approval
The Committee approved the proposed acquisition, by way of Assignation, of office accommodation at Berkley Square. The acquisition of this property would support growth through identifying space to move key groups off

campus. The proposal is for taking on the remaining lease from previous occupants at the end of which the University has the option to extend or walk away.

EC/2019/6 Control and Monitor Reports

EC/2019/6.1 RAG Report
The report, containing details of fifty-eight live project over the value of £100k, was noted. The Committee noted that during the July reporting period seven projects had been reported with a full or partial red status and fifteen with a full or partial amber status.

The Committee acknowledged a detailed review of RAG interpretation is ongoing by the Estates Programme Office. As part of this projects awaiting confirmation of Capital Plan funding have been called out with a Red status.

EC/2019/6.2 Risk Register
The Committee noted the current Risk Register which contained eight *red* risks with a *rising* status and remain as previously reported. A review and update of the Risk Register is anticipated to take place in September.

EC/2019/6.3 Programme
The Committee noted the current Master Programme. Key dates highlighted were the completion of Clarice Pears Building (2021) and Adam Smith Business School and PGT Hub (2022).

EC/2019/6.4 Health and Safety Dashboard
The Committee noted the Health and Safety Dashboard. The issue of Red and Yellow cards by the Contractor was noted as being proactive.

The Committee acknowledged the occurrence of a RIDDOR reportable incident since the completion of the report. This incident resulted in works stopping on site to allow the Contractor to carry out an investigation.

EC/2019/7 Any Other Business

EC/2019/8 Schedule of Meetings for 2019/20
The schedule of dates was noted:
 Tuesday 22nd October 2019
 Tuesday 14th January 2020
 Tuesday 3rd March 2020
 Tuesday 5th May 2020

Court Context Card 11 October 2019 - Report from Audit & Risk Committee	
Speaker	Ms Heather Cousins
Speaker role	Chair of A&RC
Paper Description	Minutes of Audit & Risk Committee meeting 17 September 2019
Topic last discussed at Court	Last report to Court was June 2019
Topic discussed at Committee	See paper summary section.
Court members present	Heather Cousins, Simon Kennedy, Lesley Sutherland
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	
Red-Amber-Green Rating	Green
Paper Type	**For information / discussion if wished**
Paper Summary	
	The Committee received a briefing about the revised and reformatted risk register, which is undergoing further review. It was agreed that the revised Register would be included in Court papers for February 2020, when the review is fully complete. The Committee also noted minor updates to the Risk management policy; and received the current University Risk Register. The Committee received internal audit reports on: League Table Optimisation; REF Preparedness; Admissions; and the IT Investment Plan. The Committee received an updated 2019/20 internal audit plan. The Committee received a report outlining Value for Money considerations and how these are addressed at the University. The Committee received an update on Implementation of Outstanding Recommendations from prior internal audits. The Committee noted the annually-provided reports on corporate structure and Compliance with the Concordat to Support Research Integrity.
Topics to be discussed	As Court wishes
Action from Court	To note and discuss if desired.
Recommendation to Court	To note.
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% Cross University application on several items
Operating stats	
% of	
Campus	All
External bodies	Auditors; Research Councils UK
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Statements of Recommended Practice (for audits);
Equality Impact Assessment	Accounting regulations/Statements of Recommended Practice (for University financial statements)
Suggested next steps	
Any other observations	

UNIVERSITY OF GLASGOW
Audit & Risk Committee

Minute of Meeting held on Tuesday 17 September 2019
In Room 132, Main Building

Present:
Mr Simon Bishop (SB), Ms Heather Cousins (HC) (chair), Mr Vincent Jeannin (VJ), Dr Simon Kennedy (SK), Ms Lesley Sutherland (LS), Mr David Watt (DJW)

In attendance:
Mr Craig Chapman Smith (CCS) (to item 4 only), Dr David Duncan, COO & University Secretary (DD), Mr Gregor Caldow, Group Financial Controller (GC), Mr Robert Fraser (Director of Finance) (RF), Ms Denise Gallagher (PWC) (DG), Mr Rob Jones (Ernst & Young) (RJ), Ms Deborah Maddern (Clerk) (DM), Ms Lindsey Paterson (PWC) (LP), Mr Stephen Reid (Ernst & Young) (SR), Dr Dorothy Welch (Deputy Secretary) (DAW)

Apologies: Professor Sir Anton Muscatelli (Principal) (AM)

AUDIT/2019/1. Declarations of Interest

There were no declarations of interest.

Dr Simon Kennedy, Senate Assessor on Court, was welcomed to his first meeting.

AUDIT/2019/2. Minutes of the meeting held on 22 May 2019

The minutes were approved.

AUDIT/2019/3. Matters Arising

.1 A&RC annual schedule of business

The schedule was noted.

.2 Audit-related policies/information for Committee (standing item)

An Audit Scotland report on the sector was shortly to be issued.   The Committee would be updated at the next meeting.

ACTION DD

.3 Brexit – Cloud

The University's current use of the Cloud for staff and student email was hosted by servers in the UK, with Brexit not expected to have an impact in terms of the related data management.   Some systems were hosted in Ireland, but the relevant contracts contained relevant clauses to protect data.

.4 Risk Management

The Risk Register had been further redesigned and repopulated over the summer, in discussion at SMG and with input from CCS, who attended the meeting to update the Committee.   CCS had reviewed the scoring method and analysed score minima/maxima and averages to identify disparities where greater differentiation might be needed.   The mitigation section of the register had also been examined, and was likely to include refinements in the future, including trend analysis, more regular re-scoring and re-

prioritisation and formal closing off.   Opportunities and leverage associated with risks would be considered in greater detail, alongside negative aspects of risks.   The framework of risk management across the Colleges would be reviewed with a view to aligning methodology, categorisation and presentation across the institution; this would also better enable identification of trends or patterns and introduction of escalation processes.   IT aspects associated with risk would be included more systematically.   Mapping to KPIs would also occur, together with consideration of possible development of KRIs.   CCS would be meeting with SMG members to progress matters.

The Committee welcomed the developments outlined.

The current University Risk Register was noted.   It would be further refined, possibly to reduce the number of risks listed within the institutional register.   The Risk Management Policy was also being further reviewed in the context of CCS's analysis of the area.   The document would come back to the Committee in due course for approval.

ACTION RF

It was agreed that the updated Register would be included in Court papers for February 2020, when the review was fully complete.

ACTION DM

AUDIT/2019/4. Risk Management - Risk Management Policy and Risk Register

The matter had been covered under item 3.4.

AUDIT/2019/5. Internal Audit Update

The summary overview report was noted.   This included details about PWC's performance against KPIs, which had been discussed with the auditors at the Committee's pre-meeting.   The timelines for issuing reports would be reviewed in this context, with a view to trying to spread reports across the full year to avoid spikes.

ACTION PWC

A summary of feedback from services that had been audited was provided and noted; PWC would keep feedback under review to identify areas that needed action and would also review the reference to 'value for money' since those being asked for feedback were possibly unclear about what this meant.

ACTION PWC

5.1 League Table Optimisation

The audit had reviewed the controls in place relating to HEI league table performance.   The overall rating was Medium risk.   Areas of good practice had been identified, including work undertaken in the Finance and Planning/BI offices with respect to ensuring correct data was held within systems.   There had been three medium risk findings relating to: there being no formal plan to perform an annual review by HR and Finance, of subjective areas within the HESA return and their impact on league tables; with regard to reputational matters, the governance process and tracking/reporting of progress against actions being likely to benefit from more formality going forward.   This would better ensure that the University achieved its aspirations, although the report noted that there had been increased focus on both domestic and international reputation in the past two years and actions taken to improve this; and drop-out rates being high compared to other Universities, which impacted on league table results.   Management were addressing the recommendations.

In discussion, it was noted that calculating drop-out numbers was complex, particularly in terms of how

and when an absence was categorised as a drop-out statistic. It was also noted that the WCGT programme was costing in some changes to the MyCampus system, although there were some challenges involved in making changes, including the level of resource required.

5.2 REF Preparedness

The review had evaluated the preparedness of the University for the November 2020 Research Excellence Framework (REF) submission. The overall rating was Low risk, the University having demonstrated that it was in a good position with regard to preparation for the REF submission, with a range of appropriate review processes in place. Several areas of good practice had been identified, including management having built upon experience gained from REF 2014, with a proactive approach organising interim reviews and hiring of staff with a specific focus on the REF submission. There had been two medium rated findings, relating to representation at the Project Board and the number of subgroups with overlapping memberships and remits; and to some data is being held locally in Colleges, with potential for data integrity risk. Management were addressing the recommendations.

5.3 Admissions

The review had considered the design and operating effectiveness of the controls in place for management of the quality and quantity of admissions. In particular, the review had looked at the MyCampus system's capabilities to ensure all applications were processed on a timely basis; at the roles and responsibilities within the admissions team; and at the management information used to ensure the University met its admissions targets. The overall rating was High risk, with one high-risk and three medium-risk findings, relating, respectively, to: the MyCampus system having some operational weaknesses that meant it struggled to cope with the volume and complexity of applications received, causing delays in processing applications; staff within the admissions team being allocated to process applications for a particular College, School or subject area, with a risk of loss of agility and time inefficiencies; to a potential for applications not being processed in the same way across Colleges, given there was no review of individual applications to ensure quality control; and no complete set of end-to-end admission process documentation existing for the Undergraduate or Postgraduate application process and no formal KPIs in place. The management response would be provided to the next meeting. It was noted that the WCGT programme would also be reviewing the area.

In discussion, it was agreed that one of the target implementation dates would be reviewed, since it required to be separated into two dates given the more long-term nature of one of the required actions.

ACTION PWC

5.4 IT Investment Plan

The review had sampled seven projects included in the IT Investment Plan, for evidence supporting cost estimates and other assumptions indicated in the plan. The overall rating was High risk, with one high- and three medium-risk findings relating, respectively, to: a lack of up-to-date IT strategy; established governance arrangements not yet being in place to allow effective oversight of projects; evidence not being available to substantiate the projected costs of items in the Investment Plan; and standard project management documentation not being available for projects in the sample. Management were taking forward the recommendations and were preparing an action plan to take them forward; this would align with the refreshment of the IT strategy planned for 2019/20. The Committee would be updated at its next meeting.

ACTION PWC

5.5 Internal Audit Plan 2019/20

The plan had been updated slightly since the last meeting, to incorporate changes requested by the Committee. The main change was the addition of a review of the Disability Service to the 2019/20

audits.   The plan was noted.

AUDIT/2019/6. Value for Money Overview

The Committee had met in May to discuss its annual self-assessment.   One outcome was that members had agreed that they would welcome more detail about VFM, from University management.   The Committee had therefore requested an assessment of this area, to include assurances about, and demonstration of, how it was addressed.   The Committee now received a report.

The report defined VFM as whether the University had optimised cost (quantity and price) and whether the results of this spend had achieved its objective (quality, delivery, return).   The report provided an overview of how both elements were managed and areas of focus for the future; this included a summary of expenditure, broken down into key elements such as staffing costs, which it was noted were closely monitored through both the budget process and cash flow forecast to understand the impact and affordability of costs such as pension increases and whether investment levels were appropriate balancing supporting growth with the need to generate sufficient operating cash to fund capital investment and sustainability.

With regard to external expenditure, procurement played a leading role in ensuring VFM in this area, with the Committee noting key elements including the tendering process and monitoring of such expenditure. Analytics in this area were produced within the institution, including a dashboard provided to heads of finance.

With regard to capital expenditure, capital and estates spend in general was a significant area of focus for VFM.   As well as use of the tender process, NEC3 contract framework with target prices was used for the campus redevelopment programme to incentivise the supplier to deliver on time and on budget.   A number of governance boards were in place to monitor the different projects, including one for each building; and an overall programme governance board.

Main areas of focus for the future included the World Changing Glasgow Transformation WCGT programme; the budget process; and continued challenge and monitoring of the capital plan and estates strategy to ensure building design was appropriately specified, cost estimates were reasonable and abortive fees were minimised.

In discussion, in response to a comment that the analysis should assess activities across the institution, it was noted that both costs and quality/return of service had been looked at, including quality metrics for suppliers.   In terms of capturing VFM in both policy and general visibility, there were KPIs with regard to project objectives which would demonstrate this.   Capex projects set out and reported on benefits.   It was agreed that VFM aspects should be foregrounded still further in University business cases and in reporting, including in areas in which the WCGT programme was involved.

ACTION RF/GC/DD

AUDIT/2019/7. Implementation of Outstanding Recommendations

The update on implementation actions was noted.

AUDIT/2019/8. Corporate Structure

Details of the updated corporate structure had been provided and were noted.

AUDIT/2019/9. Annual Statement on Compliance with the Concordat to Support Research Integrity

The Universities UK Concordat to Support Research Integrity had been launched in 2012 to ensure that research organisations promoted good research practice and maintained the highest standards of rigour and integrity in how they planned, conducted and reported their research.   Compliance with the Concordat, which had as its signatories the main UK funders of research, required institutions to publish a statement of the activities undertaken over the previous academic year to promote a culture of research integrity.   It also required institutions to summarise any investigation into research misconduct carried

out over the same period.

The Committee noted the report.   Good research practice would be a prominent thread in the REF2021 submission at unit and institutional level. The University would be required to show that it had effective structures and incentives to promote good-quality, transparently reported, open, and reproducible research; this was in addition to the REF open access requirements for articles and conference proceedings.   In the past year, the policies of funders and lobby groups had increased their scrutiny of the way in which HEIs created a culture in which good practice became the norm, including the incentive and reward structure, the responsible use of metrics in research assessment, the support provided for career development and for the wellbeing of staff and students.   The University was in a strong position to address sector expectations in this area. The 2018–2019 assurance statement had shown external recognition for Glasgow leading the national agenda. A set of initiatives had commenced to support a positive research culture, e.g. through the launch of culture awards, a culture survey, and a sector event involving funders, lobby groups, academics and managers to look at the future of research culture.

The Committee noted that one formal investigation relating to research misconduct had been completed during the 2018/19 academic year (two in the previous year).

AUDIT/2019/10. Any Other Business

There was no other business.

AUDIT/2019/11. Date of Next Meeting

Thursday 7 November 2019 at 2pm in Room 132, preceded by briefing on Admissions, 12 noon.

Court Context Card 9 October 2019 - Report from HR Committee	
Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Draft minute of committee meeting held on 25 September 2019
	Papers include update on the WCGT programme, FSR and HR Recruitment project.
Topic last discussed at Court	Last HRC report from June 2019 Meeting, discussed June 2019 Court.
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The Committee received an update on the World Changing Glasgow Transformation portfolio, with a focus on the Professional Services Review (PSR). This update reported progress on the first phase of WCGT workstreams before sharing a more detailed update on progress with the PSR and its critical success factors to be achieved by September 2021. The Committee received an update on strategic recruitment and talent acquisition, noting the benefits of the shift towards new routes to market. The Committee noted the continued high volume of recruitment activity linked to continued growth. The Committee also noted significant progress around the HR Recruitment Review which, is now working towards going live in December with new processes, system and support for recruiting managers. Further plans were welcomed around improvements to recruitment metrics and the opportunities they will present. The Committee received a presentation on the Facilities Services Review which has shifted towards a more evolutionary approach. The Committee acknowledged the new roadmap for the review with a focus on ensuring the service is business-ready for the opening of the new James McCune Smith building. The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on USS Pension Developments, a progress update on the 2019-20 Pay Negotiations (and potential for industrial action), a reflection on the recent National Student Survey (NSS) results and an update on strategic HR planning activity. The Committee also noted updates on the current PDR cycle, ongoing employee relations matters and continued activity to promote SMG visibility aligned to earlier staff survey outcomes.
Topics to be discussed	None
Action from Court	Primarily to note
Recommendation to Court	

Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to ach	Gender Equality/Service Delivery
Risk register - university level	2a,2b,3a,3b,11,12a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	
Relevant Legislation	UK Immigration, Legislation regarding redundancy consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University. There were no topics covered relating specifically to equality matters at this meeting of the Committee
Suggested next steps	N/A
Any other observations	

University of Glasgow

Human Resources Committee

Minute of meeting held in the Melville Room, Main Building on Thursday 25th September 2019.

Present: Dr June Milligan (JM), Mrs Christine Barr (CB), Dr David Duncan (DD), Dr Morag Macdonald Simpson (MMS), Professor Kirsteen McCue (KM), Mrs Elise Gallagher (EG), Ms Margaret Anne McParland (MAP), Mr Rob Goward (RG), Ms Susan Ashworth (SA), Professor Frank Coton (FC), Mr Chris Branney (CBr) (Minute)

By Invitation: Mr Christopher Green (CGr) – Chief Transformation Officer (Item 3), Ms Martina Cooper (MC) – Head of Strategic Recruitment & Talent (Item 4), Ms Ann Allen (AA) – Director of Estates and Buildings

Apologies: Professor Dame Anna Dominiczak (AD), Mr Shan Saba (SS), Professor Carl Goodyear (CG), Mr Martin Glover (MG)

Executive Summary:

- The Committee received an update on the World Changing Glasgow Transformation portfolio, with a focus on the Professional Services Review (PSR). This update reported progress on the first phase of WCGT workstreams before sharing a more detailed update on progress with the PSR and its critical success factors to be achieved by September 2021

- The Committee received an update on strategic recruitment and talent acquisition, noting the benefits of the shift towards new routes to market. The Committee noted the continued high volume of recruitment activity linked to continued growth. The Committee also noted significant progress around the HR Recruitment Review which, is now working towards going live in December with new processes, system and support for recruiting managers. Further plans were welcomed around improvements to recruitment metrics and the opportunities they will present.

- The Committee received a presentation on the Facilities Services Review which has shifted towards a more evolutionary approach. The Committee acknowledged the new roadmap for the review with a focus on ensuring the service is business-ready for the opening of the new James McCune Smith building.

- The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on USS Pension Developments, a progress update on the 2019-20 Pay Negotiations (and potential for industrial action), a reflection on the recent National Student Survey (NSS) results and an update on strategic HR planning activity. The Committee also noted updates on the current PDR cycle, ongoing employee relations matters and continued activity to promote SMG visibility aligned to earlier staff survey outcomes.

HR/19/ 21   **Welcome & Apologies – Opening Remarks**

JM welcomed the Committee and noted apologies from AD, SS, CG and MG.

HR/19/ 22   **Update from Court**

JM provided a verbal update from Court, noting key elements relating to people which are of relevance in shaping the University's emerging strategy and the consideration of topics for future meetings.

JM noted that the subject of staff wellbeing encompassing mental health and stress related conditions, is the subject of increased focus and the Committee acknowledged the link between the increased needs and pressures faced by students and the associated impact upon staff.

JM also noted that discussion had taken place around non-permanent and potentially more precarious employment arrangements, with up to 40% of our total staff headcount engaged on a non-permanent basis (55% with respect to the Research & Teaching job family).

JM noted that the Committee should refer to these issues at future meetings and that the themes connect through other discussions around culture, values and behaviours.

CB noted that Culture, Values & Behaviours, Wellbeing and Engagement are likely to be prominent themes in the University's future strategy. FC reiterated that there is recognition across the University that staff and student experience are connected and an engaged workforce plays a significant role in the student experience.

HR/19/23   **World Changing Glasgow Transformation Strategic Update (inc Professional Service Review)**

CGr presented an overview of the six projects which form Phase 1 of the World Changing Glasgow Transformation (WCGT) programme, with a focus on the Professional Services Review.

CGr noted that within the portfolio the Smart Campus review is a significant opportunity to transform how the campus works, with a series of conversations due to start as part of the wider consultation on this workstream. Good progress was being made on the Assessment and Feedback Review which is encouraging challenging conversations around which academic model should be taken forward. The Student Forecasting and Enrollment Project is also identifying opportunities for improvement through building greater understanding of student choices on the journey from application to arrival.

CGr also updated the Committee on the Student and Staff Service Delivery (S3D) project which was now complete, backed by the launch of the Helpdesk which is working well. The HR Recruitment project can demonstrate improvements and simplification in response to gathered feedback and is heading towards the roll-out phase later this year.

CGr presented a more specific update on the Professional Service Review (PSR), noting that whilst there is already a lot of good work being undertaken at a service level, there is scope for more effective collaboration and stronger partnership working model. Critical success factors of this work will be achieving

upper quartile levels of service satisfaction, a reduction in the level of transactional activity and driving efficiencies in overall operating costs of professional services by at least 10%.

CGr detailed the six initial PSR projects including Estates, HR, Learning and Teaching Administration, Student Support and Wellbeing, Marketing and IT. The Estates project will consider ways of improving service responsiveness and quality. The Student Support and Wellbeing project is supporting the redesign of service provision aligned with the 'Reach Out' initiative launched under the S3D review. The Learning and Teaching Administration project aligns to the earlier noted Assessment and Feedback Review and the two will run together. CGr advised the Committee that the HR, Marketing and IT projects were still in the initial stages. Consistencies were noted across all three, with common goals of improving service delivery and reducing transactional activity to focus on more strategic, value-adding activity.

CGr described the creation and mobilisation of the 'College Design Team, - a team of subject matter experts from each College to support wider engagement and co-creation. The Committee discussed the project Board membership and the importance of a range of internal, external and academic perspectives. CGr advised that the PSR portfolio board chaired by Professor Neal Juster is made up of all project sponsors, the relevant Directors of Professional Services, Dorothy Welch as Deputy Secretary of Court and a lay member of Court and agreed to keep in view the need consider a range of views.

CGr updated the Committee on the plans for 'Design Week', to be held over 4 days at the end of October. This will present another opportunity to co-create solutions and listen to different points of view

Key challenges include pace and striking a balance in the extent of our ambitions with achieving realistic outcomes in a reasonable timeframe by understanding the strategic imperatives.

HR/19/24   **Strategic Recruitment & Talent Acquisition (inc Project Review)**

MC attended to provide an overview of strategic recruitment and an update on the HR Recruitment Project.

MC noted that recruitment activity continues to increase year on year and updated the Committee on progress with broader strategic recruitment activity, in which branding and talent attraction are a focus. Refocusing internal efforts in this area has realised a saving of circa. £170K in preference to engaging headhunting services. A diverse range of approaches and routes to market, including the use of social media channels, digital formats and increased partnership working with hiring managers is delivering real benefit and will continue as a focus particularly in areas in which it can be moe difficult to attract talent.

CB added that attraction, retention and development of talent are key elements of the current People Plan but are also areas of risk.

The Committee discussed the extent of which increased recruitment activity was driven by a high staff turnover. EG advised that turnover is not unusually high.

Typically, healthy turnover would be 8-10% high thus the increased level of recruitment can be broadly attributed to growth. The Committee discussed the importance of attracting a diverse talent pool and further work planned to understand the data and develop attraction strategies.

MC gave an update on the HR Recruitment Review, noting the significant focus on candidate as well as hiring manager experience and this is linked to building the brand as an employer of choice.

The principle of co-creation has been important, working in partnership with colleagues to make processes simpler and more intuitive reduce the time and steps for approval (inc financial and grading) and onboarding. The existing application form will no longer be used instead a CV and covering letter will be used to streamline the candidate experience. Significant engagement has also taken place with stakeholders on 'front-end' experiences with resultant streamlining and improved data reporting as the team move from using two systems to just one.

Communication and engagement remain ongoing, particularly across management groups who will be asked to support the cascade of messages locally. There will also be a focus on education and reinforcement during the busy final stages ahead of going live in December. JM noted that it was really positive to see progress following earlier updates. MAMcP raised the point and the Committee supported an interest to discuss internal recruitment in the future. CB advised that Lesley Cummings (Head of Performance, Pay and Reward) will be present at the next meeting of the Committee to provide an update on the Glasgow Professional Behavioural Framework and such discussion will be relevant to this subject.

HR/19/25 **Facilities Service Update**

AA presented an overview of the ongoing Facilities Services Review and explained that it was evident that there is a lot do be done to improve services through evolution rather than revolution. Significant engagement had already taken place in terms of dialogue with staff and Trade Unions to explore how stakeholders can co-create solutions. Feedback from engagement so far has led to the creation of 'Voice' groups across Estates, with different units holding their own forums.

AA presented the roadmap for the review, noting that it has been shared with all staff who may be impacted. Engagement events were also held with staff around late August/early September.

Plans have been re-focussed on ensuring business readiness for the opening of the James McCune Smith building. Current work is directed towards the co-creation of job descriptions and rotas. Staff feedback has also identified the need for more support to be put in place for staff going through change.

The Committee discussed the potential opportunities arising through voluntary severance and the creation of new ways of working.

AA confirmed that delivering service excellence for both staff and students remain a core theme with a commitment to retaining an in-house operating model

which provides the right level of skills, commitment and flexibility whilst seeking to create greater job fulfilment.

HR/19/26   **Strategic Update from the HR Director**

USS Pension Developments

CB confirmed that the proposed pension increases will be effective from the 1st October 2019 with the implementation of Option 3. This will see employer and employee contributions increase to 21.1% and 9.6% respectively. CB reminded the Committee that there will be a further valuation again in 2020.

The University remains committed to ensuring members continue to have access to attractive pension benefits. JM acknowledged that there was an understandable focus on contribution level, but it is important to note that other benefits are continuing.

2019-20 Pay Negotiations

CB noted that the previously reported pay offer has seen negotiations concluded in the absence of a settlement with any of the trade unions. All unions are now in dispute with University employers on this matter. UCU are running separate but concurrent ballots for industrial action (one on pay, one on the USS challenges). The University has received notice of a single aggregated ballot from UNISON (across 42 HEIs) and the current understanding is that both GMB and Unite also imminently intend to ballot their members for industrial action.

The Committee noted that on UCEA advice and following due consideration by SMG, the pay increase had been implemented from 1st August and noted MAMcP's point that that she did not believe SMG should have paid the increase whilst still in dispute with the Trade Unions.

UKVI & Brexit

The Committee acknowledged that, as with previous updates, uncertainty continues around Brexit. The Committee welcomes the new European Temporary Leave to Remain scheme.

KMcC sought clarification on any impacts on EU staff numbers. CB noted that EU numbers are still increasing proportionate to wider growth.

CB noted that the Committee will continue to be updated on this changing position.

National Student Survey (2019)

The Committee noted the University's recent NSS results which saw the University ranked 5th in the Russell Group for overall satisfaction and 17th for Assessment and Feedback, a drop of three and six places respectively compared to last year. Objectives for the forthcoming year will focus on this area.

Staff Survey Update

CB informed the Committee that, in response to earlier Staff Survey metrics, a series of events are underway to enhance SMG visibility. The first event took

place on Monday 19th August and was attended by Professor Frank Coton, Professor Miles Padgett and Mrs Rachael Sandison. The event was well attended by over 60 members of staff and received fairly positive feedback which has been reflected on ahead of the next session planned for 7th October with Professor Neal Juster, Professor Dame Anna Dominiczak and Professor Jill Morrison.

CB noted however that uptake has been low across grades 2 to 4, particularly around operational staff in Estates and Buildings. As a result, plans are underway to tailor a suitable event for this staff group later in the year.

Colleagues are looking forward to the first Professional Services conference in January which will enable up to one third of staff in that group will be able to attend.

Performance, Pay and Reward

<u>HR Strategic Events</u>

CB advised the Committee that the HR Strategy day in early September focussed on the theme of Diversity and Inclusion and featured several key-note speakers including Professor Andy Smith (Professor of Sociology), Professor Roibeard O'Maolalaigh (Head of the College of Arts and LGBT Equality Champion) and Professor Frank Coton (Vice Principal - Academic Planning & Technological Innovation and Disability Champion).

<u>Performance, Pay and Reward</u>

CB notified the Committee that the current PDR cycle has been extended to the end of the first week in October. It was acknowledged that this cycle had been challenging from a systems point of view and this will be reviewed in the spirit of the principles outlined under WCGT around our activity being backed by appropriate systems. Consideration will now be given to how PDR is conducted going forward and it can be expected that the persistent challenge will remain around the effectiveness of conversations and the nature of linking through to reward.

The Committee noted that it would be helpful to review PDR as a topic in future and expressed its importance to the University, Committee support for PDR and its openness to considering alternative approaches to ensuring a successful, value adding model was very welcome.

<u>Strategic Recruitment & Talent Acquisition</u>

CB noted the conversation under the earlier item on the agenda, adding that Professor Sara Carter will join the University on 1 October as VP/Head of College for Social Sciences whilst James Hamilton will join as the Director of Organisational Development within Human Resources.

<u>Equality & Inclusion</u>

EG noted that diversity and inclusion is likely to be a key feature of the developing University strategy across a broad spectrum of activity, there will be an increasing focus on improving the use of data and metrics (e.g. around race) in order to direct further strategic activity. Work is also underway to look further at the reporting of harassment.

<u>Employee Relations</u>

EG noted generally positive relationships with the Campus trade unions across the relevant forums. It was acknowledged that there has been a recent dispute lodged relating to Cleaning Services. This is in relation to working practices and perceptions around resourcing and cover for absent colleagues however constructive discussions have been held and action taken so far has been well received. It is hoped that a positive outcome will soon be reached in this regard.

EG also noted key policy developments, including the creation of a new policy to support staff with caring responsibilities which will signpost available support mechanisms and, subject to SMG discussion and agreement, offer an element of paid leave provision for carers.

A review of the existing flexible working policy is also underway with the aim of responding to concerns raised through the previous staff survey but also to support a broader cultural transformation (aligned to the work of WCGT) towards greater agility and responsiveness whilst offering greater flexibility for staff. EG noted that the review won't change the fundamental process which is laid out in law, however new principles will be introduced in line with the above and to support improvements in staff work-life balance.

Employee & Organisational Development

CB noted that FC and Dorothy Welch (Deputy Secretary of Court) are sponsors of the existing University leadership programmes and that work is underway to develop a wider strategy to increase the number of individuals able to access and progress through these programmes.

HR/19/27   HR Analytics

The detailed analytics had been circulated for noting. It was observed that headcount continues to grow with a 4% increase in the last year, whilst turnover remains steady as discussed in more depth earlier.

It was also noted that the position around EU nationals remained a significant risk however there was no indication in the data at this point that the risk has materialised, but the position will continue to be monitored.

The Committee reflected upon non-permanent employment contracts, noting that these are predominantly used in roles linked to research funding but also for roles such as GTAs/Demonstrators (up to 1500 to 2000 in headcount, significantly less in FTE terms). It was acknowledged that the move away from zero hours contracts has driven a substantial increase in more responsible contractual arrangements in the form of fixed term fractional appointments.

HR/19/28   Draft Minute of Joint Committee of Consultation & Negotiation (JCCN) and Equality & Diversity Strategy Committee (EDSC)

The minutes were noted as accurate.

HR/19/29   Minute of Meeting & Matters Arising

The minutes were noted as accurate with no matters arising.

HR/19/30   **Closing Remarks**

DD advised the Committee that the Organisational Change Governance Group (OCGG) will soon consider a proposal relating to the Small Animal Hospital. Fundamental changes are proposed on the way the hospital is staffed and these will come forward to the OCGG.

Anticipated changes within the Forensic Medicine Services provided to the Crown Office are underway. Proposals suggest that the forensic medicine service will relocate to Glasgow Royal Infirmary will the Toxicology Unit will transfer to another provider. This has resulted in significant uncertainty for staff albeit efforts focus on retaining staff through TUPE.

JM noted the importance of future governance arrangements for the Committee following the reduction in the number of meetings per year. JM encouraged any members who are unable to attend to submit any feedback on future discussion topics or comments in advance.

The Committee agreed that an update on the strategic plan should come back to the January meeting of the Committee along with an update on the People & OD Strategy, PPR, Succession Planning and the HR Transformation Project. The final meeting of the session in June 2020will include a further strategy update alongside updates on Equality and Diversity, Organisational Development and Culture & Engagement.

HR/19/31   **Date of Next Meeting**

The next meeting is scheduled to take place on 23 January 2020.

Court Context Card 9 October 2019 - Student Experience Committee report	
Speakers	Dr David Duncan and Scott Kirby
Speakers' roles	Joint Conveners of the Committee
Paper Description	Report of the meeting of the Student Experience Committee (SEC) held on 25 September 2019
Topic last discussed at Court	Jun-19
Topic discussed at Committee	See paper summary section below.
Court members present	Scott Kirby
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	
Red-Amber-Green Rating	Green
Paper Type	Information
Paper Summary	Report of the fourth meeting of the Student Experience Committee (SEC), held on 25 September 2019. **Court is invited to approve the membership and remit of SEC for session 2019-20 (Appendix 1).** Court is also invited to note the items, which include:agreement not to proceed with the proposed Criminal Convictions Policy for Students (item 2); Student Mental Health Update (item 3); an update from the Residential Strategy Working Group (item 4); discussion on environmental sustainability (item 5); and information on the University's application for the Carer's Trust award (item 6).
Topics to be discussed	As Court wishes
Action from Court	To note and discuss if desired.
Recommendation to Court	To note.
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students
Risk register - college level	
Demographics	
% of University	100% Students
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	Many areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.
Suggested next steps	NA
Any other observations	

University of Glasgow

Court – 11 October 2019

Student Experience Committee – Report of meeting held on

25 September 2019

Dr David Duncan & Mr Scott Kirby (Co-conveners)

1.   Membership and Remit (for approval)

Court is invited to approve the Student Experience Committee updated membership for 2019-20 and its remit which is unchanged from the previous session. See Appendix 1.

2.   Criminal Convictions Policy (for noting)

SEC received an update on the proposed Criminal Convictions Policy as discussed at the previous meeting. The working group had given further consideration to this proposal and had concluded that a policy was not required and given the low risks associated with not taking this forward, the University would not seek information on criminal convictions from prospective students, unless this was related to existing requirements in certain professional areas, such as medicine, nursing, dentistry and education. SEC agreed to this proposal.

3.   Student Mental Health: Update

SEC viewed the guidance video on mental health which had recently been developed with input from Tom McFerren (SRC VP – Student Support), Selina Woolcott (Director of Health, Safety Wellbeing & BC Management) and Susan Calman (writer, comedian and Honorary Graduate). The video was framed around the '*It's OK not to be OK'* campaign and provided guidance for students and staff on the various University resources available for mental health support. Members commended the tone and approach of the video and agreed that it was a very useful resource. They were advised that it was currently available on the University Youtube channel but would be formally launched on the University's website on World Mental Health Day (10 October). SEC suggested the following developments prior to launch:

- Add subtitles to ensure compliance with Digital Accessibility requirements;
- Consider splitting into separate videos for staff and students given its structure which presented the information in two discrete sections.

David Duncan reported that progress had been made with various aspects of the Mental Health Action Plan. It was noted that *Big White Wall* had been very successful in providing immediate online support to both students and staff and this would be renewed. He also reported that an online training package was currently being developed for staff and would include referral and signposting information to use when students approached staff with mental health concerns, as staff feedback had shown the need for this information.

In relation to *Big White Wall*, it was suggested that while the facility was excellent, the webpage design could benefit from improvement as currently the front page appeared to be text dense.

4.   Residential Strategy Working Group (for noting)

Robert Garnish, Director of Commercial Services, gave a presentation on the work of the recently established Residential Strategy Working Group. The WG's focus was to deliver the short-term recommendations from the residential strategy which were to:
- Deliver a high quality student experience
- Provide a variety of accommodation at affordable and varied price levels
- Ensure a diverse estate
- Achieve a contribution to the University's income
- Develop a 10 year refurb and maintenance plan
- Ensure accommodation is available to all first year UG and international students

This work was also taking into account the key actions from the SEC Away Day in 2018 which suggested a focus on the following: development of a sense of community and identity; transport links, practical improvements; implementation of design standards. The final point from the Away Day relating to the consideration of residence re-location would also be taken forward. It was noted that a fundamental review of the provision at the Wolfson Hall site close to the Garscube campus was planned. Members heard that this Hall had been under-occupied for a number of years, although it was not operating at a loss and this year occupancy had risen to 90%. An end-to-end review would consider its location, layout and size, catered facilities and social space.

SEC heard that the WG was currently reviewing the results of the National Student Housing Survey. Analysis of these results was underway and would cover all University residences including those managed by the private company Sanctuary. The results and recommended actions would be presented to SEC later in the autumn. Initial results showed that student satisfaction with University accommodation compared less favourably to private provider residences in Glasgow, the Russell Group, and across the sector both at Scottish and UK level. The residences with the highest satisfaction rating were the student apartments in Hillhead. This was considered to be due to a combination of factors including proximity to the University; the character of the buildings, scale and configuration (not too large with small group units); proximity to the support team which provided good links with these students and were responsive to individual needs.

Robert Garnish also updated members on current activities in residence refurbishment, which aimed to deliver significant improvement and the introduction of design standards rather than simple decorative upgrade; for example boiler replacement and kitchen upgrades including an improved quality in kitchen appliances. Other areas of focus included:

- provision of additional capacity in the short-medium term (such as removing the postcode restriction for local first year students);
- development of a spirit of community and social welfare (for e.g. provision of bookable social space in trial locations, and plans to improve communications and links with prospective students prior to check-in weekend);
- longer term development of the estate (such as the review of Wolfson Hall and potential to offer closer and better-configued provision).

SEC welcomed these developments. It was agreed that proximity to the campus was a significant issue which the University would need to consider at a strategic level. It was

recognised that having significant numbers of students living on the Gilmorehill Campus would provide a range of benefits in relation to the student experience. Jane Weir also reported that the current re-structuring of Student Support and Wellbeing would enhance provision of support in the residences and therefore the development of residential communities. In response to a question relating to potential tension between a significant programme of development and upgrade, and accommodation pricing, Robert Garnish acknowledged that this required careful management but confirmed that rental prices would remain competitive with other sectors of the market, particularly the private student residence providers which had expanded significantly across Glasgow over recent years.

5. Environmental Sustainability (for noting)

Scott Kirby advised the Committee that there was enthusiasm and interest among the student community on the matter of environmental sustainability and that student input and engagement with the University's activity in this area should be encouraged. It was agreed that ways of extending engagement in this area should be discussed further by SEC either at its next meeting or at the next Away Day and that further consideration should be given to embedding environmental sustainability into the remit of SEC.

Members also agreed that information from the University's Sustainability Working Group should be reported to SEC on an ongoing basis and it was noted that the University's proposed commitment to achieving carbon neutrality by 2045 would be presented to the October meeting of Senate. SEC agreed that this commitment along with details of the work of Sustainability WG could provide a framework for debate. Moira Fischbacher-Smith anticipated that the Learning & Teaching Committee would also identify actions for the inclusion of sustainability within learning and teaching provision, and it was agreed that any outputs from this would also be reported to SEC to inform their discussion and proposed actions in this area.

It was suggested that more awareness raising was required throughout the University to facilitate understanding and to encourage action and appropriate behaviours from all members of the University community. This should include information on the key actions the University was taking, or seeking from its members, in areas such as cycling; switching off lighting; and recycling.

It was also agreed that understanding would be enhanced through wider publicity on the significant work that had been done during the planning of the campus infrastructure development project to deliver sustainability in these major building projects.

6. Going Higher Award Action Plan (for noting)

Widening Participation Officer Monika Anderson joined the meeting to report on the University's application to the Carer's Trust Scotland for the recognition award: *Going Higher for Student Carers*. Members heard that the high quality of the University's support arrangements for students who were carers had been acknowledged externally, with the University viewed as one of the forerunners in this field. Support was built around the Student Carers Policy which offered support to students who self-identified as carers. It was noted that there were currently 562 self-identified carers registered on MyCampus, but members were advised that young people who may have been in a caring role for some years often did not identify as carers so this figure was considered to be an underestimate of the total number of carers in the student body. In order to apply for the award the University was required to submit an Action Plan to demonstrate current activity and future development. Monika Anderson confirmed that work would focus on an update of the Carers Policy which had been implemented in 2011 along with improved communication with students to encourage engagement with, and access to, the support that was available. She

also advised that the policy review would widen the scope of support to students in all Vulnerable groups and that a Working Group was planned to take forward the review. It was agreed that this Working Group would provide updates to SEC to enable its activities to be fed into the SEC Action Plan.

SEC welcomed the developments in this field and the level of support offered to student carers.

7.   Content Advice Working Group: Update on progress to date (for noting)

SEC noted progress made with the short-life WG which had been established in the summer to develop University Guidance on the provision of advice and support to students about potentially sensitive curriculum content. Work had commenced on identifying best practice across the sector, and also within the University, and this would be used to inform discussion at the next meeting in order to draw up guidelines that would be made available to all areas of the University.

8.   International Student Experience Working Group: Update (for noting)

Lauren McDougall was in attendance to provide an update to SEC. It was noted that ISEWG had considered information on the international student experience gained from focus groups that had been held in late August and early September. Using this information the WG had identified a number of themes for enhancement of the international student experience which included: communications; English language support; social integration; and careers support.

Following this, a full report would be produced with detailed recommendations for prioritised actions to be taken forward. SEC would receive the report at its next meeting but as an interim measure, draft recommendations were provided for comment. Members were invited to provide comments directly to Lauren McDougall out of committee.

Student Experience Committee: Proposed Remit and Membership 2019-20

Chief Operating Officer and University Secretary	David Duncan (Co-chair)
9representatives of the students:	
President, Students' Representative Council	Scott Kirby (Co-chair)
Vice President (Student Support), Students' Representative Council	Tom McFerran
Vice President (Student Activities), Students' Representative Council	Kirsty Summers
Vice President (Education), Students' Representative Council	Liam Brady
Two additional representatives of the students, identified by the Students' Representative Council	tbc tbc
President, Glasgow University Sports Association	Paddy Everingham
President, Queen Margaret Union	Courtney Hughes
President, Glasgow University Union	Matthew Miller
4 representatives of the academic staff:	
Clerk of Senate and Vice Principal	Jill Morrison
Vice Principal (Learning and Teaching)	Moira Fischbacher-Smith
A representative of the Chief Advisers	Joanne Ramsey
A Senate Assessor on Court	Bethan Wood
6 representatives of the professional services:	
Information Services	Susan Ashworth
Estates and Commercial Services	Karen Lee
External Relations	Jonathan Jones
Student and Academic Services	Robert Partridge
Student Services	Jane Weir
A Representative from Dumfries Campus	Natalie Anderson
Permanent Secretary, Students' Representative Council	Bob Hay
Senior Advice & Policy Officer, SRC	Helen Speirs
Two lay members of Court	Morag Macdonald Simpson David Finlayson
Clerk (member of Senate Office)	Helen Butcher
Attending non-member	
Head of Equality and Diversity Unit	Mhairi Taylor
Representative from Communications and Public Affairs Office	Heather Corley

B. Terms of reference

1. Agree and oversee implementation of a common strategy, plans and policies for non-academic aspects of student life, to be jointly led by the University and the SRC.

2. Ensure that every student has the opportunity to enjoy and derive value from their university experience.

3. Ensure that the University's provision for the student experience reflects the diversity of needs within the student population (e.g. overseas, part-time, mature, visiting and disabled students, BAME students, care leavers, students with children or caring responsibilities and students who live at home).

4. Review and monitor the effectiveness of services and determine their priorities, in consultation with relevant senior managers.

5. Consider the activities and plans of the SRC, GUU, QMU and GUSA as they support the student experience.

6. Determine and monitor key measures of the student experience and oversee the development and implementation of plans to enhance student satisfaction

7. Consider key trends in the external environment, and consider their implications for the student experience.

8. Report to SMG, Senate and Court and make recommendations to other relevant bodies and committees, such as the Student Finance Committee, on matters relating to these terms of reference.

C. Ways of working

1. Members will participate in an annual away-day, which will consider aspects of the strategy and action plan, such as:

   - Diversity, inclusion and community cohesion
   - Health and wellbeing
   - Opportunity: volunteering, internships, enterprise, study abroad, clubs and societies
   - Estates and facilities
   - Student services

2. The Committee will receive reports from its sub-committee: Chief Advisers Sub-Committee. The Committee will also receive reports on non-academic aspects of the student experience from the Equality and Diversity Strategy Group (EDSC).

3. The Committee will consider periodic reports:
   - On the performance of the services, from the directors of Information Services, Student and Academic Services, Estates and Commercial Services, and External Relations
   - From the representatives of the student bodies on matters for celebration or concern.

4. The Committee will also receive periodic inputs from external speakers on key trends in the external environment.

5. The Committee will meet at least five times a year.

6. The quorum for the Committee will be at least one third of the membership including at least one external representative (lay member of Court) present.

University of Glasgow

Court – 11 October 2019

Student Experience Committee – Report of meeting held on

25 September 2019

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recognised that having significant numbers of students living on the Gilmorehill Campus would provide a range of benefits in relation to the student experience. Jane Weir also reported that the current re-structuring of Student Support and Wellbeing would enhance provision of support in the residences and therefore the development of residential communities. In response to a question relating to potential tension between a significant programme of development and upgrade, and accommodation pricing, Robert Garnish acknowledged that this required careful management but confirmed that rental prices would remain competitive with other sectors of the market, particularly the private student residence providers which had expanded significantly across Glasgow over recent years.

5.   Environmental Sustainability (for noting)

Scott Kirby advised the Committee that there was enthusiasm and interest among the student community on the matter of environmental sustainability and that student input and engagement with the University's activity in this area should be encouraged. It was agreed that ways of extending engagement in this area should be discussed further by SEC either at its next meeting or at the next Away Day and that further consideration should be given to embedding environmental sustainability into the remit of SEC.

Members also agreed that information from the University's Sustainability Working Group should be reported to SEC on an ongoing basis and it was noted that the University's proposed commitment to achieving carbon neutrality by 2045 would be presented to the October meeting of Senate. SEC agreed that this commitment along with details of the work of Sustainability WG could provide a framework for debate. Moira Fischbacher-Smith anticipated that the Learning & Teaching Committee would also identify actions for the inclusion of sustainability within learning and teaching provision, and it was agreed that any outputs from this would also be reported to SEC to inform their discussion and proposed actions in this area.

It was suggested that more awareness raising was required throughout the University to facilitate understanding and to encourage action and appropriate behaviours from all members of the University community. This should include information on the key actions the University was taking, or seeking from its members, in areas such as cycling; switching off lighting; and recycling.

It was also agreed that understanding would be enhanced through wider publicity on the significant work that had been done during the planning of the campus infrastructure development project to deliver sustainability in these major building projects.

6.   Going Higher Award Action Plan (for noting)

Widening Participation Officer Monika Anderson joined the meeting to report on the University's application to the Carer's Trust Scotland for the recognition award: *Going Higher for Student Carers*. Members heard that the high quality of the University's support arrangements for students who were carers had been acknowledged externally, with the University viewed as one of the forerunners in this field. Support was built around the Student Carers Policy which offered support to students who self-identified as carers. It was noted that there were currently 562 self-identified carers registered on MyCampus, but members were advised that young people who may have been in a caring role for some years often did not identify as carers so this figure was considered to be an underestimate of the total number of carers in the student body. In order to apply for the award the University was required to submit an Action Plan to demonstrate current activity and future development. Monika Anderson confirmed that work would focus on an update of the Carers Policy which had been implemented in 2011 along with improved communication with students to encourage engagement with, and access to, the support that was available. She

also advised that the policy review would widen the scope of support to students in all Vulnerable groups and that a Working Group was planned to take forward the review. It was agreed that this Working Group would provide updates to SEC to enable its activities to be fed into the SEC Action Plan.

SEC welcomed the developments in this field and the level of support offered to student carers.

7.   Content Advice Working Group: Update on progress to date (for noting)

SEC noted progress made with the short-life WG which had been established in the summer to develop University Guidance on the provision of advice and support to students about potentially sensitive curriculum content. Work had commenced on identifying best practice across the sector, and also within the University, and this would be used to inform discussion at the next meeting in order to draw up guidelines that would be made available to all areas of the University.

8.   International Student Experience Working Group: Update (for noting)

Lauren McDougall was in attendance to provide an update to SEC. It was noted that ISEWG had considered information on the international student experience gained from focus groups that had been held in late August and early September. Using this information the WG had identified a number of themes for enhancement of the international student experience which included: communications; English language support; social integration; and careers support.

Following this, a full report would be produced with detailed recommendations for prioritised actions to be taken forward. SEC would receive the report at its next meeting but as an interim measure, draft recommendations were provided for comment. Members were invited to provide comments directly to Lauren McDougall out of committee.

Student Experience Committee: Proposed Remit and Membership 2019-20

Chief Operating Officer and University Secretary	David Duncan (Co-chair)
9representatives of the students:	
President, Students' Representative Council	Scott Kirby (Co-chair)
Vice President (Student Support), Students' Representative Council	Tom McFerran
Vice President (Student Activities), Students' Representative Council	Kirsty Summers
Vice President (Education), Students' Representative Council	Liam Brady
Two additional representatives of the students, identified by the Students' Representative Council	tbc tbc
President, Glasgow University Sports Association	Paddy Everingham
President, Queen Margaret Union	Courtney Hughes
President, Glasgow University Union	Matthew Miller
4 representatives of the academic staff:	
Clerk of Senate and Vice Principal	Jill Morrison
Vice Principal (Learning and Teaching)	Moira Fischbacher-Smith
A representative of the Chief Advisers	Joanne Ramsey
A Senate Assessor on Court	Bethan Wood
6 representatives of the professional services:	
Information Services	Susan Ashworth
Estates and Commercial Services	Karen Lee
External Relations	Jonathan Jones
Student and Academic Services	Robert Partridge
Student Services	Jane Weir
A Representative from Dumfries Campus	Natalie Anderson
Permanent Secretary, Students' Representative Council	Bob Hay
Senior Advice & Policy Officer, SRC	Helen Speirs
Two lay members of Court	Morag Macdonald Simpson David Finlayson
Clerk (member of Senate Office)	Helen Butcher
Attending non-member	
Head of Equality and Diversity Unit	Mhairi Taylor
Representative from Communications and Public Affairs Office	Heather Corley

B. Terms of reference

1. Agree and oversee implementation of a common strategy, plans and policies for non-academic aspects of student life, to be jointly led by the University and the SRC.

2. Ensure that every student has the opportunity to enjoy and derive value from their university experience.

3. Ensure that the University's provision for the student experience reflects the diversity of needs within the student population (e.g. overseas, part-time, mature, visiting and disabled students, BAME students, care leavers, students with children or caring responsibilities and students who live at home).

4. Review and monitor the effectiveness of services and determine their priorities, in consultation with relevant senior managers.

5. Consider the activities and plans of the SRC, GUU, QMU and GUSA as they support the student experience.

6. Determine and monitor key measures of the student experience and oversee the development and implementation of plans to enhance student satisfaction

7. Consider key trends in the external environment, and consider their implications for the student experience.

8. Report to SMG, Senate and Court and make recommendations to other relevant bodies and committees, such as the Student Finance Committee, on matters relating to these terms of reference.

C. Ways of working

1. Members will participate in an annual away-day, which will consider aspects of the strategy and action plan, such as:

   - Diversity, inclusion and community cohesion
   - Health and wellbeing
   - Opportunity: volunteering, internships, enterprise, study abroad, clubs and societies
   - Estates and facilities
   - Student services

2. The Committee will receive reports from its sub-committee: Chief Advisers Sub-Committee. The Committee will also receive reports on non-academic aspects of the student experience from the Equality and Diversity Strategy Group (EDSC).

3. The Committee will consider periodic reports:
   - On the performance of the services, from the directors of Information Services, Student and Academic Services, Estates and Commercial Services, and External Relations
   - From the representatives of the student bodies on matters for celebration or concern.

4. The Committee will also receive periodic inputs from external speakers on key trends in the external environment.

5. The Committee will meet at least five times a year.

6. The quorum for the Committee will be at least one third of the membership including at least one external representative (lay member of Court) present.

Court Context Card - 9 October 2019 - Report from Health, Safety and Wellbeing Committee

Speaker	Dr David Duncan
Speaker role	Convener of HSWC
Paper Description	Minute from HSWC meeting held on 19 September 2019

Topic last discussed at Court	18 June 2019
Topic discussed at Committee	For information only
Committee members present	None
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	

Urgency	For Information only
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For Information only

Paper Summary	At its meeting on 19 September, the Committee received: an update on meetings with onsite contractors. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates and Employee counselling. The Committee was updated on business continuity exercises being undertaken in the Colleges.

Topics to be discussed	None highlighted
Action from Court	For information/discussion if desired
Recommendation to Court	None

Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% All staff and students, relevant to all
Operating stats	
% of	
Campus	All locations
External bodies	HSE
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Thursday 19 September 2019 at 10:00 AM in the Melville Room

Present: Dr David Duncan, Mr Paul Fairie, Mr James Gray, Mr William Howie, Mr David McLean, Mr John Neil, Mr Deric Robinson, Ms Gillian Shaw, Ms Aileen Stewart, Mr Dave Thom, Mr Graham Tobasnick, Ms Selina Woolcott, Mr Tom McFerran

In Attendance: Ms Debbie Beales, Mr David Harty

Apologies: Mr Peter Haggarty, Ms Louise Stergar, Ms Paula McKerrow, Mr Christopher Kennedy, Ms Karen Morton

HSWC/2019/1 Minutes of the Meeting held on Tuesday 28 May 2019

The Minute of the meeting held on Tuesday 28th May 2019 was approved.

HSWC/2019/2 Matters arising

HSWC/2019/2.1 Contractor activity (verbal update DH)

David Harty updated the Committee on the following:

- Estates & Commercial Services recently received a RoSPA Gold Health & Safety Award. This prestigious award recognises the seriousness with which E&CS takes its health and safety responsibilities.
- The University recently held its annual contractor forum which encourages the sharing of good practice between University staff and the main contractors.
- Fire safety improvements in the Boyd Orr Building are now nearing completion.
- Within the Main Building, new proposals on how to safely remove asbestos from the roof of the Bute Hall are under consideration, which should facilitate installation of fire suppression measures.
- There is an annual programme of E&CS leadership inspections which further aids the identification, monitoring and management of issues in buildings.

The Committee discussed the new super crossing at the Main Gate. The new signalling system (owned and managed by GCC) has changed from a pelican to a puffin crossing which is causing some confusion. The University is working with GCC to address any issues raised by staff and students but ultimately control of the system lies with GCC. Mr Fairie informed the Committee that he is in regular contact with Multiplex over evacuation concerns for BHF and the Sir Graham Davis Buildings caused by ongoing works for the super crossing outside the Boyd Orr Building.

HSWC/2019/2.2 Maiden Voyage travel safety (verbal update SW)

Ms Woolcott informed the Committee that, following a meeting with David Duncan, a decision was made not to acquire this software at this time. The University is currently introducing a system called Critical Arc Safe Zone as well as retendering for a new travel provider so it was felt that this additional system may not be required. The Committee agreed that this could be revisited at a later date if appropriate.

HSWC/2019/2.3 Removal of asbestos in roof of Bute Hall (verbal update DH)

Mr Harty informed the Committee that the asbestos in the roof of the Bute Hall consisted of historical debris only. This area is sealed and poses no current risk to users of the building. The main electrical panels, which are the main risk of fire, have been checked and deemed safe. The current lantern lights require access to the affected area for pulley maintenance and E&CS are now looking at possibly replacing these for lighting that does not require access to the void.

HSWC/2019/3 OH Report (Paper 1)

Ms Stewart apologised to the Committee for the lateness of the paper, this was due to staff illness and student vaccination clinics taking place at this time. The circulated Paper was in a different format to the usual one and the Committee agreed that this new format should be used moving forward. Ms Stewart informed the Committee that management referrals continue to increase and were up slightly on the same period last year. Health surveillance appointments were up substantially on the same quarter last year meaning that most of HS for the year has now been captured. OHU continue to work closely with Mr Fairie to ensure that all MVLS staff requiring HS are seen and hope to do the same with ECS moving forward.

The most common reason for management referral throughout this quarter was for prolonged illness followed equally by post-operative and musculoskeletal reasons. The College of Arts had the highest number of referrals for post-op reasons followed by US which had the highest numbers for musculoskeletal reasons. US had the highest referral rate by number but Arts the highest number by percentage headcount.

HSWC/2019/4 SEPS Report (Paper 2)

Mr McLean informed the Committee that slips and trips continued to be an issue and asked that staff reported any loose slabs by submitting a works request to E&CS. The Committee discussed personal safety for students with the SRC stating that this doesn't appear to be an issue but that they continue to publicise the dangers of drink, drugs and traffic safety. The SRC raised concerns about security staff employed by Student Unions and were working with University security staff and the Unions themselves to resolve this. The Committee also discussed whether there was any reason for concern regarding legionella. Water at the University is checked every month by ECS staff and pipelines and showerheads are checked and maintained by an external company on an annual and six monthly basis.

HSWC/2019/5 Audit update (Paper 3)

Mr McLean informed the Committee that SEPS are now receiving requests for audits from areas such as Cochno Farm which is encouraging. All site visits for 2018-19 have been completed with reports to be finalised for audits of MVLS operations and the ECS catering team. Final reports have been issued to Cleaning Services, Transport Services and the Queen Elizabeth University Hospital Teaching and Learning Centre. Units targeted for audit in 2019-20 will be contacted shortly to agree audit dates over the coming session and the HSWC will be kept updated on the progress of these at future meetings.

HSWC/2019/6 EAP Report (Paper 4)

Ms Woolcott informed the Committee of the following points:

- There has been a significant drop in website usage and she is seeking clarification from the provider as to whether the stats on this are correct.
- Usage of other services was similar to the same period last year.
- There has been an increase in the amount of users receiving the full 6 sessions.
- Staff seeking advice or support for mental health issues has increased.

The Committee discussed a complaint raised by a member of staff who reported that they were being expected to travel out with Glasgow to receive counselling. Ms Woolcott was unaware of this issue and requested that all details be forwarded to her for investigation. All counselling sessions should take place at the provider's offices in Glasgow so she was unsure as to why conflicting advice had been given.

HSWC/2019/7 Business Continuity (update SW)

Ms Woolcott informed the Committee that the following business continuity exercises were due to take place with the College of Arts exercise having already taken place:

- MVLS will hold a BC exercise by the end of October 2019
- CoSS will hold a BC exercise on 22nd November 2019
- Ms Woolcott will meet with CoSE in the near future to plan an exercise for early in the New Year.

HSWC/2019/8 Any Other Business

There was no AOB.

HSWC/2019/9 Date of Next Meeting

The next meeting of the HSWC will take place on Thursday 12th December 2019 at 10am in the Melville Room.

Created by: Ms Debbie Beales