



COURT

A meeting of **Court** will be held on **Tuesday 23 June 2020** at **2pm** via Zoom

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AGENDA

Item	Title	Lead	Paper No.	Action
1.	Welcome, Apologies, Introductions, Declarations of Interest	Convener	Oral	
2.	Minutes of meeting held on Wednesday 15 April 2020	Convener	2.	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral	
	Reports 4 to 9 below show some items as starred*. Starred items are the main items for discussion and/or approval.			
4.	*Covid-19/Coronavirus Update and Planning Papers withheld FOI Exempt/Commercially confidential	Principal/ David Duncan/ Robert Fraser		
5.	*University KPIs <i>Professor Neal Juster, Senior Vice Principal will update Court on the University's KPIs.</i>	Neal Juster	5.	For information/ discussion
6.	*Budget 20/21 and Financial Forecasts; Capital Plan minor projects Papers withheld FOI Exempt/Commercially confidential	Frank Coton	6. and annexes	For approval
7.	Report from the Principal <i>*Covid 19 – Coronavirus</i> <i>*Higher Education Developments</i> <i>*USS</i> <i>*League tables</i>	Principal	7.	For information/ discussion
8.	*Annual Report on Research & KPIs	Chris Pearce	8.	For information/ discussion
9.	Report from the University Secretary <i>*Covid-19 - Coronavirus</i> <i>*Black Lives Matter</i> <i>*Disinvestment report</i>	David Duncan	9. and annexes	Items for approval/ otherwise for discussion/

				information
10.	Student Matters, including: SEC Report, SRC President update	Scott Kirby	Oral report	For information/discussion
11.	Reports of Court Committees			
11.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Graeme Bissett	11.1 and annexes	For approval/information/
11.2	Estates Committee	Ronnie Mercer	11.2	For information/discussion
11.3	Information Policy & Strategy Committee Papers withheld FOI Exempt/Commercially confidential	Ken Sutherland	11.3	For information/discussion
11.4	Audit & Risk Committee Papers withheld FOI Exempt/Commercially confidential	Heather Cousins	11.4	For information/discussion
11.5	HR Committee	June Milligan	11.5 and annexes	For information/discussion
11.6	Health, Safety & Wellbeing Committee	David Duncan	11.6	For information/discussion
12.	Communications from Meeting of Council of Senate held on 4 June 2020	Jill Morrison/ Principal	12.	For information
13.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral	
14.	Date of Next Meeting Wednesday 30 September - 2pm venue TBC			

Court

Minute of Meeting held on Wednesday 15 April 2020 by Zoom

Present:

Ms Teresa Baños SRC Assessor on Court, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Dr Craig Daly Trade Union Nominee, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Elected Academic Staff Member, Professor Nick Hill Elected Academic Staff Member, Mr Christopher Kennedy Elected Professional Services Representative, Dr Simon Kennedy Elected Academic Staff Member, Mr Scott Kirby SRC President, Professor Kirsteen McCue Elected Academic Staff Member, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Trade Union Nominee, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Gavin Stewart Co-opted Member, Dr Ken Sutherland Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Elected Academic Staff Member

Attending:

Professor Frank Coton (VP Academic & Educational Innovation), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Ms Amber Higgins (Clerk to Court from May 2020; observing), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer and Clerk to Court), Professor Jill Morrison (Vice-Principal & Clerk of Senate)

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor

CRT/2019/36 Announcements

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; and Elizabeth Passey in relation to arrangements for her annual appraisal.

Court was reminded that papers and business were confidential.

CRT/2019/37. Minutes of the meetings held on Wednesday 12 February 2020

The minutes were approved subject to Teresa Baños being included in the list of Court members present at the meeting.

CRT/2019/38. Matters Arising

There were no matters arising.

CRT/2019/39. Covid-19/Coronavirus Update and Planning

CRT/2019/39.1 Work-streams and medium-term planning

The Principal introduced the item by thanking the University community for all its efforts over

the past weeks, as colleagues took on the biggest challenge that the sector had faced for many years. Court had been briefed in mid-March about the early actions being taken at the University as the pandemic took hold; the present meeting would provide further detail about the transition from crisis management to a co-ordinated and strategic approach in the medium term, including the identification of potential opportunities for the future. Court heard that while the Scottish Government and SFC understood both the scale of the task and the financial test that the Covid-19 was presenting to HEIs, the sector was by no means the only one facing difficulties. It was noted that the details being provided to Court at the present meeting had assumed no extra financial support from the government.

The Principal explained that the overall approach to teaching in the coming months was a hybrid model, with material being put online and potentially flexible entry points in the year. All the steps were aimed at ensuring that the University emerged in the best possible shape for the future.

Court members received a paper outlining work-streams and the medium-term plan connected to the Covid-19 outbreak. Court noted from this paper: a summary of actions taken by the University to respond to the immediate challenges created by the pandemic; a series of principles that would help shape the University's approach going forward; work-streams covering the critical medium-term priorities; the key risks arising from the impact of the virus; and some of the opportunities which could help to make the University stronger in the medium-long term.

The University Secretary noted that staff had responded extremely well to a highly challenging situation. University management was very grateful for the immense contribution that individuals and teams had made across the University and for the positive, collaborative spirit they had shown. The University had worked closely with the SRC and was grateful for the vital role it had played.

Members of Court had been kept informed of the actions taken over recent weeks. During this period, the focus had been on: ensuring continuity of academic provision; overseeing an orderly shut-down of most campus facilities; transitioning to home working for most staff; and contributing to the wider government/NHS effort to combat Covid-19. The University had placed the highest premium on health and safety and had sought to maintain effective communications with all members of the University community, through a variety of media.

Court heard that the University was aware that this was a very uncertain period and that planning needed to be highly responsive and agile; it was also important to ensure that all parts of the University were mobilised so that the institution was in the strongest possible position once the world moved on from the present situation. Court noted the local management, workstream and communications arrangements that were in place to achieve this. The latter area included liaison with campus trade union representatives on a regular basis. Court members would continue to be involved through virtual meetings of Court and its committees, through sharing of general communications issued to staff and students and via occasional special updates. If major decisions of Court were required between scheduled meetings, members would meet remotely, with papers circulated in advance and appropriate notice given.

The University Secretary added that various scenarios were being considered for academic provision, including reliance on blended and online learning and assessment, delay to the start of term, some courses potentially starting in January 2021, partial lifting of social distancing in the future, and periodic recurrence of lockdown if this was necessary. Connected to academic provision were matters around student recruitment including travel, financial planning including the capital programme (where some areas would now be on hold) and the research agenda. Staff recruitment and organisational change was also being

considered given the needs that were being identified for the future; there were also staffing matters connected to the support being provided by the University to the NHS. Other matters that required to be addressed and were subject to ongoing planning included technological capacity and capability, logistics, fees issues, liaison with agents and partners such as GIC, entry qualifications, English language requirements, additional support needs post-enrolment, externally imposed regulations such as visas and those of the OFS, and communications both internal and external. The University's risk management process was being linked to these areas, in discussion with the Colleges; this exercise might also identify opportunities for the future.

Court's input would be welcome, with members invited to contact the University Secretary.

CRT/2019/39.2 Financial planning including cashflow

Court members had received a paper modelling the impact of Covid-19 on the University's cash position, outlining the impact of responses to reduce cash outflows and highlighting additional borrowing requirements, based on a number of different scenarios. The paper had also been presented to the Finance Committee at its meeting on 31 March.

Court received an update on the position from the Director of Finance, noting that the details incorporated changes made since the Finance Committee. These included: figures having been updated for the April budget submission; extended recovery time for international fees in the multi-year scenarios; revised staff investment and consumables levels; details being included about the impact on Commercial, Donations and Research funding; and further reductions in Estates and IT spend. With regard to the budget submissions, these had been revised to take out staff investments, but so as not to damage the operation of academic departments.

Court heard that the aim was to control costs in the medium term, with the potential to release strategic expenditure if revenue began to improve; as such, this would protect financial sustainability. The key elements of the process were to establish how significant the revenue loss would be, how much the University could afford to borrow, and how much the University needed to save.

There was an immediate focus on delivering savings through a freeze on recruitment, minimisation of consumables expenditure, and reduction in Estates and IT expenditure to the previous level (£39m).

Court noted contextual details about international income and the potential for Covid-19 to have a material multi-year impact on University revenue, with a number of scenarios provided by way of modelling, including the cash position over a range of years. Two scenarios would lead to cash low points requiring further borrowing and savings; Court noted the associated headline figures. These scenarios assumed that: only the committed capital projects would go ahead; there would be some increased IT and Estates expenditure as had been referred to at the January Finance Committee meeting/February Court meeting; international income recovered to budget submission in outer years; and USS contributions remained in line with current commitments (2018 valuation).

Court received an analysis of factors that needed to be considered around borrowing. There were some challenges associated with the University's existing covenants, which limited capital/interest repayments to being less than a certain percentage of revenue. Early discussions were being held with lenders about amending these. With regard to the Private Placement market, coupon rates were currently relatively high; and some companies were not writing any new business. It was noted that short-term finance had a very low interest rate and was an area for consideration, allowing the markets to settle.

The University would need to generate additional operating cash to meet interest payments on any new borrowing, and would still also need to make savings. Any gap in borrowing would need to be met through savings. Other ongoing considerations were: that the University required a certain level of operating cash; that it had significant funds locked up in liquid asset-backed funds but the current cost of liquidating these was high; and that USS contribution costs could increase.

With respect to savings, layers of cost savings were being developed to respond to the projected reduction in income; these ranged from immediate through to progressively more difficult actions, with key decision points to be overlaid on savings. Savings might be significant and require structural change if the impact on revenue was worse than forecast. Immediate savings had been outlined earlier, but additional potential savings included further reductions in maintenance/IT spend and pausing or cancelling major capital projects.

Court heard that at present there remained many uncertainties including the Government's approach to border control, student choice of destination and/or deferral of places when the lockdown eased, and the position of current lenders with regard to easing of the financial covenant. For the time being, the approach was to minimise expenditure, remove costs on the layered basis described, manage the decision-making points and work on further levels of granularity so that SMG and Court could make informed decisions in good time.

The Convenor of the Finance Committee, Graeme Bissett, provided observations, noting that the scenarios presented by the Director of Finance had been refined since the Finance Committee meeting, including the analysis of overseas fees, but the overall financial effect was similar. He noted that in the current situation, there were necessarily some judgements being applied. It was however key that focus be applied to the projected low points in the future, so that appropriate measures could be taken. Court's attention was drawn by Mr Bissett to: the need to monitor the revenue shortfall against the original budget and to plan ahead for the University's cost base; the USS position; the changes in planned expenditure for estates maintenance and IT which were now at the levels that existed prior to February's Court meeting; what might now need to occur with regard to major projects in the capital plan; and additional borrowing requirements to ensure adequate liquidity. In terms of timing, revenue would be closely monitored on an ongoing basis, the capital plan would require more discussion over the coming weeks, and while there was no immediate urgency, the possibilities for borrowing would be investigated further. With regard to liquidity, the investment subcommittee would continue to evaluate the position on realising investment assets.

- The Convenor of the Estates Committee advised that the Estates Committee was reviewing the capital plan, including major projects and supply chains. There were ongoing discussions with the main contractor. The Scottish Government's rules around essential building works also needed to be factored into the decision-making process.

In discussion, a question was raised about the proposed reduction in previously planned IT expenditure in the context of the University planning a greater online presence for teaching and assessment. Court noted that a move to providing all UG and PG courses online in the short term was not possible and that the intention was for a hybrid model, with current capacity including networks and infrastructure being scaled up as required. To maintain a quality educational experience, course offerings were being examined, with the possibility of smaller courses not going ahead in order to maintain the student experience for other courses, and of practical/lab aspects being carried forward into 2021. Schools were analysing what percentage of teaching could be provided online in the first semester. The Government's regulations about social distancing would also have to be factored in when the campus re-opened. This would potentially change the available methods used for

teaching.

In the context of a question about academic oversight and whether the cancelled June Senate meeting might be reinstated, Court noted that with regard to Senate input to the decision making process around courses, an agile process had been put in place during the crisis, to develop, communicate and implement policy rapidly while maintaining levels of expert input and scrutiny. The April and June Senate meetings had been cancelled in this context, to allow focus on this and given the short timescales required for action. Senate would however continue to be kept informed.

It was noted that while application numbers remained healthy at present, the actual uptake of places would not be known until later in the year and could be affected by travel and/or economic restrictions.

A point was raised seeking reassurance that staff were being supported and that there remained an acceptance about the possible need to expand academic and support staffing as necessary: there could be staffing issues around teaching as much as possible of the first semester online. Court noted that this was being kept under review, including rebalancing research activity to aid teaching needs.

In response to a comment about the possibility of making further cost savings, Court heard that there was a potential for reducing staff resource where face-to-face interaction (such as PG tutor support) could not currently take place, but that this needed to be carefully monitored to ensure that research students were still well supported. Court heard that the University was constrained in being able to offer severance, to reduce longer-term costs, given the up-front costs associated with this in the current challenging financial situation.

The financial challenge presented by the USS position, including the latest revaluation which would suffer given the current market conditions, was noted as an additional factor.

With regard to capital projects, discussions were ongoing with the main contractor. The cashflow position was being further analysed and potential borrowing investigated in relation to the capital plan, with different scenario planning being undertaken, as Court had heard. Court would be updated at the June meeting.

In the meantime, Court agreed that with respect to borrowing options, where interaction with the University's governance processes would be needed before the June meeting, the Finance Committee should agree a way forward with SMG; and with respect to discussion with the main contractor, SMG should discuss with the Finance and Estates Committee chairs, who would decide if interim committee meetings were required. The timescale for the borrowing options was likely to be 3-4 weeks, with a final decision likely to be needed in June or July; for the discussions around the capital plan, it was agreed that Court would be updated on the position in mid-May.

CRT/2019/40. Report from the Principal

CRT/2019/40.1 Covid-19 – Coronavirus and the University Strategic Plan

The safety and wellbeing of students, staff and University community had been at the forefront of the University's actions over the past month. Court had heard earlier in the meeting about the University's current and future planning around Covid-19. Court noted that the crisis represented the biggest risk facing the University and the whole HE sector. The University executive had recognised this at an early stage and following discussion at SMG, early analysis of the Covid-19 risk had been provided to the March Audit and Risk Committee as part of the risk-register, together with details of early mitigation action.

Court noted details about wider HE matters affected by the outbreak and about how the University's Strategic Plan 2020-25 would be taken forward in light of Covid-19 impact.

Court heard that there had been regular dialogue at the Main Committee of Universities Scotland, the Russell Group Board and with the UUK Executive. UUK/Universities Scotland and the Russell Group had quantified the potential financial shock to the sector and communicated this to government. The Government had been receptive, but any commitment was likely to be in the context of a package of agreed measures including restructuring and reshaping to be undertaken by HEIs. The Scottish Government had intimated that any additional grants to English universities, which carried Barnett formula consequentials, would be passed on to Scottish HEIs. Court would be kept informed of any developments emerging from the Scottish Government or the SFC, including any early indications of mirroring of Augur recommendations.

It had originally been intended to bring the Strategic Plan to the June Court meeting for approval. Before lockdown, work had been completed around the values underpinning the plan and the major themes in the strategy. Given recent events, it was now the executive's preference to aim to bring the new plan to Court in December 2020. This would allow for a modified plan, based on a better understanding of the likely shape of the HE sector post-crisis. Court received a paper from the Senior Vice-Principal, providing details on the proposed development of the Strategic Plan in the coming months and how this was linked to the medium-term workstreams outlined earlier in the meeting. Court was invited to provide input to the ongoing work on the Strategic Plan.

The Principal recorded his enormous gratitude to the University community, in the context of the most difficult circumstances that had been faced in the institution's recent history.

CRT/2019/40.2 Higher Education Developments

Brexit

At the February meeting, Court had been advised that the sector was focusing on the post-Brexit immigration regime, negotiations around research, and student mobility. The UK Government's announcement about an unlimited number of "Global Talent" visas, aimed at attracting top researchers, had appeared to be a positive step. Development of the visa regime, and international travel in general, was now on hold; and the long-term global impact of Covid-19 was unclear. It was likely to be many months before the University was able to assess the longer-term position.

Before the Coronavirus pandemic had taken full hold, the shape and timing of UK participation in the European Union's R&D programmes had been the subject of some discussion following the first round of talks on a UK-EU trade deal, with the position at times appearing unclear. The impact of Covid-19 on his area was uncertain, in particular given the suspension of face-to-face EU-UK Brexit negotiations.

In mid-February, new post-Brexit immigration rules had been set out by the UK Government. Higher points would be awarded to potential migrants with science PhDs and larger salaries. Some concerns had been raised over the emphasis on degree qualifications as a marker for skilled workers and the potential impact on recruitment of research assistants, in particular in the Social Sciences, and lab technician posts in STEM subjects. The Government had however acted on earlier advice to lower the current salary threshold from £30,000. UUK had welcomed the fact that HE staff were being recognised for their high skill level and contribution to the UK economy and society, and had also welcomed the recognition that the salary threshold of £30k had been too high. However, UUK had echoed concerns that it was still necessary to ensure that all levels of staff would be able to work in the UK.

REF 2021 and Research

Given the current Covid-19 restrictions, the REF was on hold until further notice. The national REF team was now working on adapted details for the framework. A new submission deadline would be announced, no later than eight months ahead of the deadline. REF had advised that full allowance would be made for the impact of Covid-19 across affected areas of submissions. The Russell Group had already warned that research activity was being delayed or postponed and that there was reduced capacity to support research grant processes because of support staff circumstances. Funders had moved to try to address problems arising from the pandemic's disruption, with charities and government funders deferring funding panels and funding calls, and extending deadlines.

The Russell Group's chief executive had urged UK Research and Innovation to create an emergency fund to cover the salaries of relevant staff and other research costs. UKRI had advised that they were working closely with government and other funders to understand what support measures were needed to protect research capacity in the long term.

The implementation of UK government research pledges in the 11 March budget, before the crisis had escalated, was now less clear. Despite the current crisis, it had been argued that the rationale for the budget remained the same in the longer term, but with the situation being so fluid, it was difficult to predict what would now happen.

Specific to the outbreak, a UK-wide consortium of clinicians and scientists had begun a genome-sequencing exercise to map how Covid-19 spread. Samples from patients who had tested positive were being sent to a network of sequencing centres across the country, including the University, which was pleased to be able to contribute to the understanding of and fight against the disease.

UCAS and 2020 Admissions

On 25 March, UCAS had announced that it was giving applicants more time to make a decision about university choices. This was to create stability for both universities and prospective students in light of the pandemic. Universities and colleges were also being given extra time to assess applications and adjust their processes. The widespread cancellation of summer exams in the UK would give all concerned some time to share information on calculated grades. UCAS had indicated that the admissions cycle should run in a broadly similar way to previous years, with flexibility for applicants to make choices throughout the rest of the year and a clearing process over the summer.

In discussion, Court heard that the publication of school exam results appeared to be on track for the start of Semester 1. With regard to future fees status for EU students, the position remained unclear. With regard to discussion nationally about possible fee waivers or fee repayments for students, Court heard that there was some discussion about flexibility around student loans.

CRT/2019/40.3 SFC Grants 2020-21

There had been no indicative grant letter for 2020-21, the SFC having intended to move directly to final allocations because of a condensed timeframe arising from the delayed announcement of the Scottish budget. This had been a knock-on effect of the General Election having taken place in December 2019.

The final grant letter had now also been delayed because of Covid-19. It was unclear what the funding letter would contain, since the SFC was giving consideration to the future landscape and how they would move forward with funding allocations for the sector. It was unclear whether there would be any further funding streams to assist the sector in Scotland in dealing with the consequences of Covid-19.

CRT/2019/40.4 Outcome Agreement

Due to Covid-19, the SFC had suspended the Outcome Agreement process for 2020-21 in the draft stages. As part of this, the SFC had requested that each University supply them with a draft Agreement, to meet the requirements for institutional accountability. The SFC had been informed that all forward-looking content/targets should be considered obsolete. The Council had confirmed that it would not recover Outcome Agreement-related funding due to Covid-19 related shortfalls.

While Outcome Agreements were normally submitted to the SFC following Court approval, the University had sent a near-final draft of the 2020-21 Outcome Agreement without final approval, because large sections of the document were functionally obsolete and would not represent a signed-off agreement from the University. This draft had been made available to Court for reference.

CRT/2019/40.5 USS

At the last meeting, Court had been updated on the publication of the Joint Expert Panel's (JEP) second report, which had established key principles for the future joint approach of UUK and UCU to the valuation of the USS fund; and on the tripartite group meeting in January, at which members (UCU, UUK and USS) had agreed to reach a better collective understanding and discuss the JEP recommendations.

The latest meeting (in March) between the parties had concluded with a statement that the group had discussed the work of the Valuation Methodology Discussion Forum, noting also that the Trustee planned to issue a discussion document on the methodology shortly. It had been stressed that the document and valuation process needed to be collaborative, although it was the Trustee's responsibility to set the assumptions. The group had continued its discussions about agreeing a common definition of sustainability.

In the meantime, the Trustee was carrying out the 2020 valuation of the Scheme's funding to establish what contribution rate would be required to allow the Scheme to be able to pay the pensions that members were expecting into the future. The valuation for 2020 would have as its basis a snapshot of the scheme on 31 March 2020, although the process itself would last many months, with a required completion date of 30 June 2021. Court noted that the valuation would be very seriously adversely affected because of the impact of Covid-19 on markets.

CRT/2019/40.6 Appointment of Chancellor

Dame Katherine Grainger, Britain's most decorated female Olympian, would be appointed as the next Chancellor of the University. Dame Katherine would succeed Professor Sir Kenneth Calman, who was stepping down after fourteen years in the post. Dame Katherine would take on the role in June, as the first woman Chancellor of the University. The University owed an enormous debt of gratitude to the current Chancellor and would be marking Sir Kenneth's retirement at an appropriate moment in the future.

CRT/2019/40.7 QS World University Rankings by Subject for 2020

Details had recently been released, Court already having been advised in February that the University had risen two places in the overall QS World University Rankings, to 67th. The rankings by subject had been equally positive.

CRT/2019/40.8 Campus Development

Construction work on campus development projects had been paused, with the University

considering carefully the implications of advice issued by the Scottish Government in early April.

The 'topping out' of the £113m Research Hub had recently occurred. This was a significant milestone and the half-way point in the construction of the second major capital project under the current capital programme. Professor Andrew Tobin had been appointed as the founding Director of the Hub.

CRT 2019/40.9 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; and Internal activities and Communications and Alumni events.

CRT/2019/41. Report from the University Secretary

CRT 2019.41.1 Covid-19 - Coronavirus outbreak

The University community including Court continued to be updated regularly via the website, email and social media. As Court had heard earlier in the meeting, one of the immediate challenges had related to student assessment. Detailed planning had been undertaken for late spring/summer 2020, to enable exams and assessments for Honours level and Masters courses to take place, principally in the form of 24-hour 'take-home' exams. Guidance and support were being provided both to those launching the exams and assessments and to the students taking them. Students were being reassured that safety measures would be put in place – marks could only go up, not down, when compared to work already assessed. PGR students were now being examined via virtual *vivas*.

The University had aimed to ensure that all exams and assessments were compliant with the University's Accessible and Inclusive Learning Policy, to accommodate the needs of all students, including those who would normally need additional adjustments through the Disability Service.

Court noted a report of summary details about University research connected to Covid.

CRT 2019.41.2 Sustainability/Climate Change

In February, a consultation had been launched on a paper "*A Dear, Green Place*": *Towards a Climate Change Strategy and Action Plan for the University*. Over 1,300 responses had been received, with most supporting the broad lines of action proposed in the paper. The outcomes had been summarised, with details shared with the University community through workshops designed to provide staff with further opportunity to feedback, ask questions, and discuss with colleagues. Consideration of appropriate interim targets for 2025 and 2030, ahead of the University's aim of being carbon neutral by 2035, were ongoing.

The Sustainability Working Group had met in early April to consider an initial report on the consultation. New guidelines on business travel had also been considered and would be consulted on. There had been input from a coalition of students under the Green New Deal banner; the recommendations and demands in this were also being considered.

The COP26 event in Glasgow had been postponed. Dates for a rescheduled conference in 2021 would be agreed in due course following further discussion between parties. The Vice Principal for External Relations, Rachel Sandison, would continue to lead the University's

related activities and input to the global debate at the event.

CRT 2019.41.3 Brexit and University Preparation

Court had received regular updates over the past three years, hearing about the support provided to EU staff and students. The University would continue to lobby the UK Government for continued participation in EU programmes and explore creating national replacement schemes if required. In the current Covid-19 crisis, progress was stalled.

CRT 2019.41.4 Industrial Action

UCU had called industrial action about the 2019 cost of living increase and concerns over casualisation, equality and workloads; a separate ballot had been held over increases in the contribution that employees made towards their pensions. Progress had been made in national negotiations about non-pay issues and the future of the pension scheme, but the issues around pay remained unresolved. There had been eight days of strike action in November-December 2019 and a further 14 days over four weeks from 20 February to 13 March 2020. Support for the strike had diminished somewhat during the second period of action, although there had still been considerable disruption to teaching, especially in the Colleges of Arts and Social Sciences. Despite further talks involving the Universities and Colleges Employers' Association (on pay and non-pay issues) and Universities UK (on pensions issues), neither dispute had been resolved. Formal strike action had now ceased, but the dispute was formally still live. Talks on the 2020 cost-of-living increase were scheduled to begin shortly.

CRT 2019.41.5 Janitorial Staff Pay

At the last meeting, the Rector had raised a concern about janitorial staff waiting years for a decision about regrading. Dr Duncan had undertaken to ensure this matter was addressed by the end of March. Court heard that offers had been made to relevant members of staff before the end of March following the normal process of role assessment. The review was ongoing; some of the offers had been for temporary upgrading that did not pre-empt the outcome of the full review of the service.

CRT 2019.41.6 Disinvestment petition

Court noted an interim report from the working group chaired by Gavin Stewart, hearing also that representations made by the student action group had been carefully considered. To date, a compromise had not been found, but the group would continue to consider this. The group intended to meet again in late April/May before making recommendations to Court in June. Court's comments or guidance were invited.

CRT 2019.41.7 Security Audit

At the last meeting, in relation to personal safety matters following a series of attacks in the West End, there had been a reference to a related security audit being undertaken by the Police and to this being followed up by the University. Court noted that while the University was still in discussion with Police Scotland both about security on and around the campuses, and about the signing of a formal protocol, the discussions had been somewhat disrupted by Covid-19.

CRT 2019.41.8 Convener appraisal and Annual Court Self-Assessment

The Convener left the meeting for this item, with the Vice-Convener Graeme Bissett chairing instead. As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer had undertaken an appraisal of the Convener's performance. Court members had been provided with a report, which Mr Mercer now summarised. Suggestions made in the report were being considered by the Convener. The appraisal would continue to be

undertaken annually.

Given the current Covid-19 crisis and the focus on planning, the Court self-assessment/feedback on performance would be circulated later in the year. The Court Governance Working Group would then meet to consider the outcomes. There would be a report to Court identifying any themes and including recommendations for action.

CRT 2019.41.9 Committee Remit and Appointments

Information Policy and Strategy Committee IPSC

At the February meeting of Court, it had been agreed that the IPSC would report to Court. A refreshed remit has been drafted in this context. Court approved the remit.

It had also been agreed at the February Court meeting that the membership of IPSC might be augmented by the addition of external members. Court now approved the addition of one additional lay member of Court, and one external expert, to the IPSC; with the nomination of Gavin Stewart (co-opted member of Court) approved for the former position. Details relating to the proposed appointment for the external expert (non-Court) member of the IPSC would be provided as soon as possible.

It was agreed that the Committee Chair and the University Secretary would discuss the possibility of the membership being expanded to include a Professional Services staff member.

Estates Committee

Following Court discussion earlier in the year about at least one staff member on Court being on each Committee, Court approved a recommendation from the Nominations Committee that there be an addition of a staff member to the Estates Committee, and that Chris Kennedy be appointed to the position.

Investment Advisory Committee

Court approved David Ross continuing as chair of IAC on an interim basis from 1 August 2020 while a suitable replacement candidate was identified. Court's thanks to Mr Ross for his service as chair of IAC and for agreeing to continue in this capacity were recorded.

CRT 2019.41.10 Court Strategy Day 2020

The Strategy Day was scheduled for 17 September. The day would focus on planning following Covid-19. There would be opportunities for Court members to contribute to discussions via plenary and group discussion sessions.

CRT 2019.41.11 Organisational Change

Court noted a summary of the Organisational Change Governance Group's business over the last year. The document would be amended in future to refer to Elected Academic Staff members rather than Senate Assessors.

CRT 2019.41.12 Organisational Change Governance Group – Small Animal Hospital

In December, Court had approved development of the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital. The process was continuing; a report would be provided to Court at a later date.

Court noted a comment from Margaret Anne McParland that with other new enterprises such as catering being undertaken using a commercial model, with the associated staff on

different terms and conditions to University staff, this could ultimately affect University staff. Dr Duncan noted that this was not within the remit of OCGG but unions could make observations on these areas should they wish, and these would be addressed.

CRT 2019.41.13 Summary of Convener's Business

Court noted a summary of activities undertaken by the Convener since the last meeting.

CRT 2019.41.14 SRC Spring Elections

The following candidates had been successful in the Spring 2020 SRC elections and would take up sabbatical officer posts on 1st July 2020:

President: Liam Brady
VP Education: Gregory Kokkinidis
VP Student Support: Ella McCabe
VP Student Activities: Amy McKenzie Smith

CRT 2019.41.15 Rectorial Election 2020

The election had been due to take place in March, but with the escalation in the outbreak of Covid-19 and the distancing measures put in place around it, the event had been postponed until the autumn. There would be a vacancy on Court until a new Rector was elected.

CRT 2019.41.16 Directors of Research Institutes and Heads of School Appointments

College of MVLS

Institute of Biodiversity, Animal Health & Comparative Medicine

Professor Dan Haydon had been re-appointed as the Director of the Institute of Biodiversity, Animal Health & Comparative Medicine for two years from 1 August 2020.

Institute of Infection, Immunity & Inflammation

Professor Iain McInnes had been re-appointed as the Director of the Institute of Infection, Immunity & Inflammation for two years from 1 August 2020.

School of Medicine, Dentistry & Nursing

Professor Matthew Walters had been re-appointed as the Head of the School of Medicine, Dentistry & Nursing for four years from 1 August 2020.

CRT/2019/42. Student Matters, including: SEC Report; SRC President update

CRT/2019/42.1 Student Experience Committee Report

Court noted a report of the meeting of the Student Experience Committee held in March, with updates provided on Residential Services, student support and wellbeing, facilities for student clubs and societies, and proposed guidelines from the Content Advice Working Group.

CRT/2019/42.2 SRC President Update

Responding to a question about current activity in clubs and societies, Court noted from the SRC President that the level was low, although this was also quite normal for the time of year. Court noted also that the SRC President and SRC General Manager were meeting daily with the University Secretary about student matters in the context of the Covid-19

crisis, noting also that the Rector would have been concerned about the area of student welfare at the present time. Court heard that there were student hardship funds available, as well as IT equipment for those students who did not have access to adequate facilities at home.

CRT/2019/43. Reports of Court Committees

CRT/2019/43.1. Finance Committee

CRT/2019/43.1.1 Covid-19 Outbreak

The Committee had received and discussed in detail a paper relating to financial matters arising from the Covid-19 outbreak. A full summary of the matter had been provided in the minutes of the meeting. The paper in question had been provided to Court under item 4 of the present meeting. Court had also received details about, and discussed, the updated position.

CRT/2019/43.1.2 CapEx Applications

The Committee had received two capital expenditure requests. Given that the Covid-19 crisis had altered priorities, the first application, Gilmorehill/Science & Engineering James Watt North Office refurbishment (£3.34m), had been required to be resubmitted to the Committee by email if approval was needed, otherwise it was to be resubmitted to the Committee's June meeting. The second application, Gilmorehill/Various CTT Learning & Teaching Space 2019-20 (£0.995m) has been approved subject to the Convenor of the Finance Committee being re-contacted by email for final approval.

The report was noted.

CRT/2019/43.2 Estates Committee

CRT/2019/43.2.1 Capital Plan

The Committee had received an update on the capital plan review. At the date of the meeting, the impact of Covid-19 on production of items in China was still being assessed. It had been anticipated that there would be risks on later deliveries of certain items. The University's main contractor had been interrogating the supply chain to gain a better understanding. Since the meeting, the situation had worsened and work on managing the supply chain remained a key focus for the construction team.

CRT/2019/43.2.2 CapEx applications

The Committee had approved CapEx applications relating to: Gilmorehill/James Watt North Office refurbishment, £3.34million; Gilmorehill / Various / CTT Learning & Teaching Space 2019-20 in the sum of £0.495million. These had since been subject to further requirements following discussion at the Finance Committee meeting.

CRT/2019/43.2.3 Director of Estates

Farewell and thanks had been extended to Ann Allen for all her work as Director of Estates and Commercial Services over the past eight years.

CRT/2019/43.3 IPSC

The Committee had: discussed the Enterprise Integration CapEx Application, which would be revised ahead of being submitted to the CapEx Committee; and received updates on the Network Infrastructure Investment Program and the Unified Communications Review. For

the latter, a fully costed business case would be made in autumn 2020. The Committee had received details about the primary scope of the Infrastructure As A Service Program, agreeing that the options should address the broader computer needs across the University. Current documentation would be built out to define the full programme of work and projects required, business options/approaches and timelines. The Committee had noted a Windows 7 Exception Report, hearing that Windows 7 machines were at end-of-life and needed to be retired, or extended support license purchased and applied to each machine.

The report was noted, Court also noting from Dr Ken Sutherland that the report was somewhat out of date given recent events and that Court would receive an updated report at the next meeting; a re-evaluation of IT requirements was ongoing.

CRT/2019/43.4 Audit & Risk Committee

The Committee had received an update on University actions around Covid-19. The Committee had also received internal audit reports on Health and Safety, Staff Retention and Wellbeing and MyCampus Security; and received a briefing on risk management, hearing that the methodology and content of the risk register had been thoroughly reviewed since the autumn of 2019. The new policy and framework had been completed, with the Committee noting the associated documents and the updated University risk register, which Court had noted contained helpful details relating to the Covid-19 outbreak. The register would come to the June meeting of Court.

The report was noted.

CRT/2019/43.5 Health, Safety & Wellbeing Committee

At its meeting in March, the Committee had received: an update on meetings with onsite contractors; details of a pilot to centralise PAT testing; and demonstration of the SafeZone App. 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 received and discussed matters relating to the HSW annual report. Court now received and noted a summary of the annual report.

The Committee had received a draft revision to the Fire Safety Policy. The Committee had discussed a proposed reasonable adjustments passport for disabled staff, agreeing that HR would look at how best to implement the initiative. The Committee had noted details about first-aid provision for lectures held in non-University managed premises on campus.

The Committee had heard that a Covid-19 task group had been created and that a communications group was also meeting on a daily basis, sending regular communications out to staff and students in line with guidance from the Public Health agencies. The Committee had noted that a group was looking at business continuity.

Dr Duncan acknowledged the work of colleagues in Health, Safety and Wellbeing in the current situation, in particular the liaison with the Health and Safety Executive and in ensuring that health and safety was at the forefront of the University's actions and plans.

The report was noted, Court noting also that the Mental Health Working Group would meet shortly.

CRT/2019/44. Senate Matters

The Clerk of Senate referred to the discussion earlier in the Court meeting, noting that in the context of the Covid-19 crisis and in particular for the need for academic staff to focus on student exams and assessment, the April and June meetings of Senate had been cancelled. The decision had been taken in discussion between the Principal (Convener of Senate), the Clerk of Senate and University Secretary. Papers had still been circulated to members.

Following a request from Professor Nick Hill, the Clerk of Senate agreed to consult the same group with a view to the June Senate meeting being reinstated.

Court heard that the main area of recent focus in Senate's areas of operation had been on the assessment policy and the no-detriment policy, which had involved intense work in a short period in order to move to online exams and assessment, to enable student cohorts to graduate, critical assessments to be undertaken (for example for professional courses and Honours students) and PGT courses to be delivered. A no-detriment policy would apply such that the University would do everything it could to ensure that students suffered no disadvantage in the current situation. A general assumption that all students were impacted by the crisis applied. Grade point averages that were higher before the exam results would be retained. There had been regular communications with external examiners, with exam papers being prepared and exam boards being arranged.

Court noted that the summer 2020 graduations had been cancelled early on in the crisis when social distancing measures had been put in place. An early decision had also been needed given travel arrangements that families made from around the world. Students would graduate *in absentia*, with parchments to be sent from the University, since these would be required for employment purposes. Graduation ceremonies would take place when this was possible.

Court's thanks were given to the Clerk of Senate and Vice-Principal Learning & Teaching, to their teams and to College and School learning and teaching staff, for their tremendous work over recent weeks, and for the excellent nature of the high-level communications with staff and with students. The Clerk of Senate recorded her thanks to all colleagues across the University.

CRT/2019/45. Any Other Business

The Convener of Court thanked University colleagues for their exemplary leadership during recent events. The Convener also thanked Court members for their commitment to continuing Court business in the current difficult circumstances. Court recorded its thanks to all members of the University and to SMG for leading in a particularly difficult period.

The Clerk to Court, Deborah Maddern, was attending her final meeting. Court thanked her for her work and wished her well.

CRT/2019/46. Date of Next Meeting

The next meeting of Court will be held on Wednesday 23 June, with further details to be confirmed. There is an open meeting/annual stakeholder meeting scheduled for 2 June, with details to be finalised and reconfirmed; and all Court members invited to attend.

Court Context Card - Court Meeting 23 June 2020

Speaker	Professor Neal Juster
Speaker role	Deputy Vice-Chancellor
Paper Description	University Performance, KPI's
Topic last discussed at Court	Jun-19 Marks completion of the annual planning process
Topic discussed at Committee	
Committee members present	N/A
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	Discussion (KPI, League Table Performance, Transformation Programme)
Paper Summary	The paper outlines the performance of the University over the past 12 months with respect to the KPIs contained in the strategic plan and the impact on our position in the global and domestic league table. This will be the final report on performance contained in the 2015-20 Strategic Plan Inspiring People: Changing the World.
Topics to be discussed	KPI progress and League Table Performance.
Action from Court	
Recommendation to Court	
Relevant Strategic Plan workstream	All
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	All
Risk register - university level	11 Planning (Creating and delivering strategic plan)
Risk register - college level	N/A
Demographics	
% of University	100% undergraduates 100% postgraduates 100% home students 100% overseas students 100% staff
% of college	100% undergraduates 100% postgraduates 100% home students 100% overseas students 100% staff
Operating stats	
% of	
Campus	All
External bodies	None
Conflict areas	
Other universities that have done something similar	All
Other universities that will do something similar	All
Relevant Legislation	None
Equality Impact Assessment	Good
Suggested next steps	Continue to monitor KPIs
Any other observations	-

University of Glasgow

Key Performance Indicators

Court

23 June 2020

1 Introduction

This paper provides an update on the University's current performance against its strategic KPIs. This will be the final report on performance contained in the 2015-20 Strategic Plan *Inspiring People: Changing the World*.

In the autumn Court will begin to discuss the performance indicators and targets to be included in the strategic plan that will outline our ambition and the choices that need to be made from 2021 onwards.

This new strategic plan, originally scheduled for Court approval in June 2020 will, due to COVID-19 be presented in December 2020.

2 Strategic Performance

2.1 Key Performance Indicators

Table 1 summarises the University's annual performance against the 21 of the 22 Key Performance Indicators (KPIs) approved by Court in June 2015 and detailed in the strategic plan *Inspiring People - Changing the World*.

The 22nd KPI, *Research Impact*, is based on the number of impact case studies (ICS) in progress for REF2021 and on their state of completion. UofG will require ~117 ICS for REF2021 across 28 UoAs (vs 143 ICS submitted in REF2014 across 32 UoAs).

The Research Impact KPI is defined as: "*Percentage of ICS required for the next REF that have been identified and are written in high quality draft form*"

This KPI is supported by regular analysis of the ICS pipeline at the level of UoA and College by the College Deans of Research. This monitoring has been supported by sequential external audits of all our ICS, which took place in May 2018, May 2019, and May 2020. As of May 2020, 140 ICS (~120%, which included reserve prospects in a number of UoAs) were submitted as fairly mature drafts and reviewed in external audit sessions. The templates will continue to be developed and strengthened in preparation for submission to REF2021. The original REF2021 submission date of 27 November 2020 has been postponed as a result of COVID-19. We await a decision from Research England in June 2020 about the date and modality of submission of REF2021, following a sector consultation on submission dates that closed on 5 May 2020.

Of the other 21 University KPIs:

- 11 KPIs have achieved their respective targets set in 2015 (green in distance to target column of Table 1).
 - 2 of these KPIs have improved YOY in line with the stated target of continuous improvement: **Research Output Quality** and **Service Delivery**.
 - **Cash Generation**: Sitting at a 5 year high of £46.6m, the Cash Generation KPI is well in excess of the original target.

- **International Student FTE:** Significantly exceeded the target of 5,000 FTE, which now has Glasgow sitting just outside top ten in the Russell Group (11th).
 - **PGR/FTE:** has exhibited sustained YOY growth, exceeding the target by 11.1% (4th in the Russell Group).
 - **Entry Tariff:** Maintained our Russell Group ranking of 5th
 - **PGT Population:** Significantly exceeded the target through sustained YOY growth. In line with this our Russell Group rank is at a 5 year high of 6th.
 - **International Research Income:** YOY improvements have seen the target surpassed in 18-19. Our Russell Group rank has increased in line with this, at a 5 year high of 10th.
 - **Mobility:** Performance remains above the target of 20%.
 - **Carbon Footprint:** Steady progression YOY, surpassing our target in 17-18 and making continued progress in 18-19. We currently sit at 11th in the Russell Group.
 - **Widening access (MD0-40):** YOY growth maintained our rank of 4th in Scotland.
- 4 KPIs have fallen just short of the target but have seen good performance over the strategic cycle (amber in distance to target column of Table 1).
 - **Gender Equality (senior staff)** has seen continual growth YOY. Early indications show that this has grown to approximately 32% in 19-20.
 - **HESA Knowledge Exchange** has narrowly missed out on achieving the target of the Russell Group median.
 - **Income/m2:** Total income increased YOY with a slight decrease in recorded gross internal area. This moved the University up one place to 9th in the Russell Group, just short of the overall target of 8th.
 - **Research Income/R&T** fell from 5th to 6th in the Russell Group last year. While Research Income increased, our R&T staff base also increased and this is the driver for the drop in rank. The Glasgow swapped positions with the University of Manchester as shown below. Both universities grew income by 8% - but Glasgow's population of R&T staff grew whereas Manchester's shrank slightly:

	R&T Staff FTE			Research Income (£k)			Research Income/R&T		
	17-18	18-19	Change	17-18	18-19	Change	17-18	18-19	Change
Glasgow	1153.9	1213.2	5%	£180,818	£195,064	8%	156.7	160.8	3%
Manchester	1934.0	1905.4	-1%	£298,714	£323,530	8%	154.5	169.8	10%

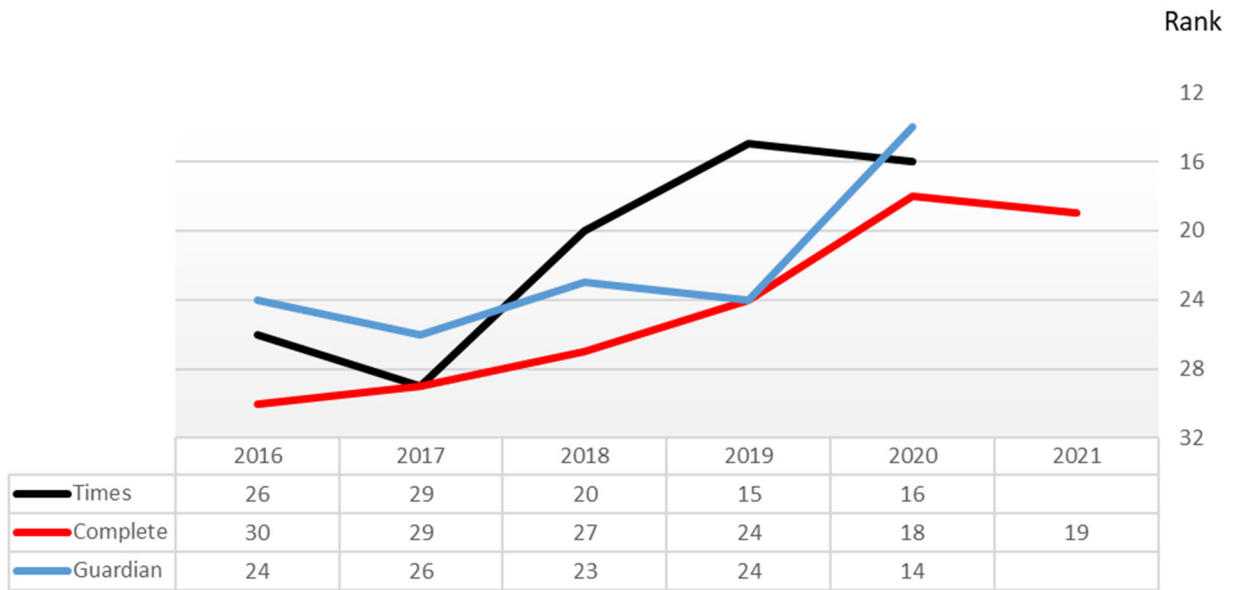
- 4 KPIs have failed to reach their respective 2020 targets (red in distance to target column of Table 1):
 - **UG Satisfaction:** An ambitious target was set for this metric but there has been an observable decline in the last 5 years. Our UK rank dropped 16 places from 11th to 27th in the last year. This KPI is derived from the NSS. Over the last two years returns from across the sector have in the light of industrial disputes and NUS boycotts. In particular Cambridge and Oxford have effectively abandoned NSS (which will have knock on consequences for league table compilers). NSS is now losing credibility in the sector but continues to have political backing. The impact of COVID-19 is also very likely to make YoY comparisons difficult for the next couple of years. As we develop a new set of KPIs we may have to look to more direct/internal measures of student satisfaction rather than NSS.
 - The **Assessment and Feedback:** This score has a direct impact on our position in the domestic league tables. Action plans for improvement drawn up at the commencement of the University strategy in 2015 helped improve our score however this has dropped significantly (down 18 places) to 110th in 18-19. A World Changing Glasgow Transformation project is in progress looking at improving the systems and

- processes that support assessment and feedback. This KPI value is also derived from NSS returns
- **UG Progression:** We have declined YOY in this metric and sit at a five-year low (87.6%) failing to reach the target of 90%. 1% of the fall this year can be attributed to a change in HESA methodology. In February 2020 retrospectively applied a shortening of the period between the student commencement date (i.e. the day they start their studies in September) and the census date. This meant that students who we had legitimately declared as never having engaged with us were then considered as ‘starters’ and then ‘dropouts’ at the end of the year.
 - **% Staff Holding Awards:** We remain significantly short of the original target. It would now appear that the target set in 2015 was ambitious. The KPI is also impossible to benchmark with other research-intensive universities – so we are not sure whether, on this measure, we are better or worse than our peers. Whilst this KPI has not really changed over the strategic cycle, our total research income and income per R&T FTE have increased significantly. As shown above our R&T population grew by 70 in the last year. As many are not able to bring grants with them growth in population will temporarily suppress this KPI.
- 2 KPIs have changed in definition and are therefore difficult or impossible to measure YoY progress (grey in distance to target column of Table 1):
 - **Staff Engagement:** The methodology used for the staff survey changed (from a five point scale to a four point scale) as did the wording of the benchmark question used for the KPI. Action plans have been established to address issues raised in the survey and the survey’s results were discussed at HR Committee.
 - **Job Prospects:** This KPI was informed by the DLHE survey which no longer runs. We were ahead of target when the survey ceased. The DLHE survey is being replaced.

Primary KPIs	2014-15	2015-16	2016-17	2017-18	2018-19	Distance to Target	Target
Staff Engagement <i>*new survey introduced in 17-18</i>		91.0%		57.0%*		1.0%	90%
UG Satisfaction (NSS Q27)	89.9%	88.5%	88.7%	87.7%	86.1%	-4.9%	91%
Assessment and Feedback (NSS Q8-11)	66.8%	66.5%	68.6%	69.3%	66.8%	-8.2%	75%
International Student HESA FTE	3,992	4,466	4,859	5,542	6,477	1,477	5,000
RG Rank	18	16	16	12	11		
PGR HESA FTE/Staff R&T HESA FTE	1.87	1.92	2.03	2.13	2.14	11.1%	1.9
RG Rank	8	6	4	4	4		
Research Output Quality	12	11.3	10.3	10.3	8.3		continual improvement
HESA Res Inc/Staff R&T HESA FTE (£k)	148.5	149.9	156.5	156.7	160.8	6th	5th in Russell Group
RG Rank	5	5	5	5	6		
Cash Generation (£m)	29.7	35.2	40.4	38.1	44.6	20.1	24.5
	2014-15	2015-16	2016-17	2017-18	2018-19	Distance to Target	Target
Gender Equality	25.2%	26.2%	27.1%	28.2%	30.3%	-2.7%	33%
Entry Tariff			201	200.4	204.2	9.2	195
RG Rank			5	5	5		
PGT HESA FTE	4,201	4,458	4,793	5,660	6,428	1928	4,500
RG Rank	9	9	9	7	6		
Job Prospects	94.9%	95.9%	95.9%			1.9%	94%
RG Rank	5	3	5				
HESA International Res Inc (£k)	21,335	24,560	25,122	26,940	29,203	203	29,000
RG Rank	14	12	12	11	10		
Mobility		14.0%	16.6%	24.7%	24.0%	4%	20%
Carbon Footprint (kT)	45.4	44.9	39.1	34.8	29.9	9.1	39
RG Rank	15	15	12	13	11		
£Income/m2	1.48	1.5	1.27	1.29	1.44	9th	8th in Russell Group
RG Rank	7	8	10	10	9		
Service Delivery (Net Satisfaction)	22.63		22.86		26.89		continual improvement
Rank	5/8		12/16		5/7		
UG Progression	88.9%	89.2%	89.4%	88.6%	87.6%	-2.4%	90%
% Staff Holding Awards (Headcount)	54%	58%	59%	59%	55%	-10%	65%
MD0-40	776	876	851	884	959	4th	4th in Scotland
Scottish Institution Rank	4	4	4	4	4		
HESA Knowledge Exchange (£k)	47,346	50,506	54,409	53,684	53,714	-79	RG median
RG Rank	15	14	11	12	13		
RG Median	51,007	53,980	51,220	53,192	53,793		

2.2 League tables

Domestic



Global

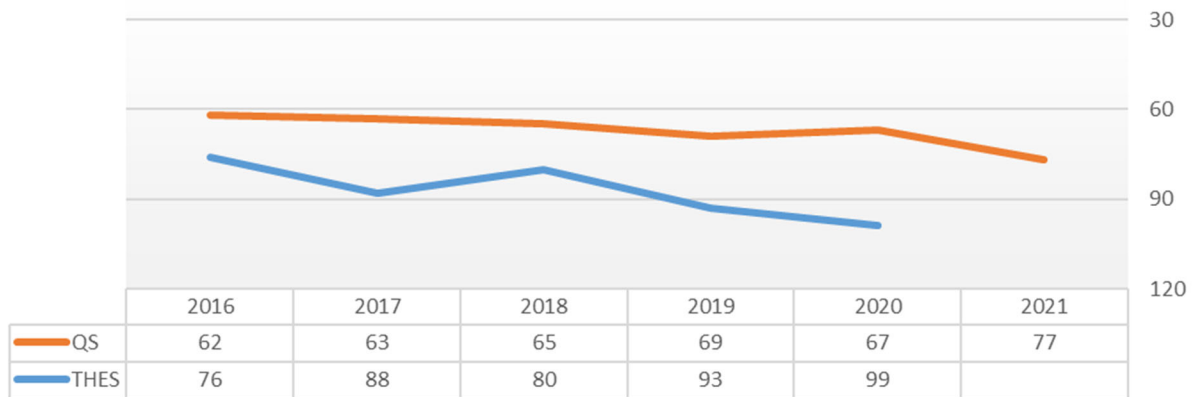


Table 2: Position in Domestic and International League Tables

Table 2 summarises the University’s performance in the domestic and international league tables. To date, only two of the five main league tables have been published in 2020. While we currently rank in the top 20 for the three main domestic league tables, we have dropped in rank for both tables released this year (QS and Complete).

A primary driver of the 10 place drop in QS league table ranking was a significant decline in the citations per faculty score which saw our rank in that metric fall 220 places from 182 down to 402. On further inspection the root cause of this appears to have been a single highly cited Arts and Humanities paper published in 2013 that is no longer included in the metric calculation. The league table action group is investigating this metric and will recommend corrective actions for SMG to consider.

3 The Future

It is clear from the above that, although the University has performed very well over the strategic cycle, many of the KPIs we selected in 2015 to measure performance for the university and its operational units have lost currency. This is due to a combination of changes to: external data collection agency methodologies; internal measurement processes; funding regimes; and government policies.

As the next strategy develops we will begin to develop a set of KPIs in consultation with Court. Without prejudging the outcome it is likely that the KPI set will:

- cover our performance in the student experience, research, civic engagement, staff satisfaction, reputation, and financial sustainability
- include both quantitative and qualitative measures
- not duplicate data collected by statutory authorities
- be benchmarkable where possible

N Juster
12 June 2020

Court Context Card 23 June 2020 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information / discussion	
<i>Topic last discussed at Court</i>	Last report to Court was April 2020	
<i>Topic discussed at Committee</i>	NA	
<i>Committee members present</i>	NA	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	NA	
<i>Timing</i>	Various	
<i>Red-Amber-Green Rating</i>	Various	
<i>Paper Type</i>	For information / discussion	
<i>Paper Summary</i>	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> 1. Covid-19 – Coronavirus and the University Strategic Plan. 2. Higher Education Developments <ul style="list-style-type: none"> SFC Grants 2020-21 Scottish Government - Review of Higher Education UK Government - Support Package Brexit REF 2021 UCAS and 2020 Admissions 3. USS 4. SMG Changes 5. Appointment of Chancellor 6. League Tables <ul style="list-style-type: none"> Complete University Guide 2021 QS World University Rankings 2021 National Student Survey 7. Key activities 8. Senior Management Group business 	
<i>Topics to be discussed</i>	In line with paper's headings	
<i>Action from Court</i>	To note/discuss if wished	
<i>Recommendation to Court</i>		
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 1 Income Generation and Expenditure, Risk 8 Student Recruitment Market, Risk 12 Campus Development Programme, Risk 16 Coronavirus Item 2: Risk 8 Student Recruitment Market, Risk 10 Government policy impact on Research	
Risk register - college level		
Demographics		
% of University	Items mainly relate to the University as a whole	
Operating stats		
% of		
Campus	All locations	
External bodies	UK Government; Scottish Government; UUK, Universities Scotland, Russell Group, SFC; UKRI; UCAS; USS	
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 - Tuesday 23 June 2020 Principal's Report

Items A: For Discussion

1. COVID-19 – Coronavirus and the University Strategic Plan

At the additional meeting of Court held in March, Court heard that the executive's preference would be to aim to bring the University's new Strategic Plan before Court in December 2020, which would allow us to spend time over the next few months developing a modified plan, taking into account the adaptations the HE sector would make as it emerged from the crisis. At the April meeting, the Senior Vice Principal updated Court on the proposed development of the Strategic Plan over the coming months and the linkages to the recovery workstreams. Consultation sessions have been ongoing, and Court members were invited to provide input into this work at a joint session with SMG on 19 June.

2. Higher Education Developments

SFC Grants 2020-21

At the April meeting I advised that no indicative SFC funding letter had been published this year due to the timing of the General Election in December 2019, and the resulting knock-on effect on the timing of UK and Scottish government budgets.

The final allocations of SFC funding have now been published, and our funding has increased from 2019-20, with an overall increase of 2.7% for Teaching, Research and Innovation. In addition, the Scottish Government has announced a one-off £75 million increase in funding for universities with the stated aim of protecting research programmes against the financial impact of COVID-19, including high-priority research needed to combat the virus and help society and the economy; helping universities plan for the long-term future; and supporting PhD students whose studies have been affected. On 12 June it was announced the £75 million will be allocated in proportion to universities' total Research Excellence Grant, Research Postgraduate Grant and University Innovation Fund. The allocation to the University of Glasgow is £15.25m, which is above the amount we had anticipated receiving as part of our initial Finance Committee projections (£10.8m). This is largely because SFC did not impose and 'floors' or 'caps' to the funding allocations.

Scottish Government – Review of Higher Education

On 4 June, Richard Lochhead, Minister for Universities in Scotland asked SFC to review the future provision and sustainability of colleges and universities in light of the COVID-19 crisis. The Scottish Funding Council (SFC) will review the provision and delivery of teaching and research activity across the college and university sector, as well as how activity will be funded, and will

report by late August. For the full announcement see <https://www.gov.scot/news/review-of-further-and-higher-education-support/>

At the present time there is not much detail on the approach that SFC will take. If there is any update, I will provide it at the Court meeting.

UK Government – Support Package

On 4 May, the UK Government announced a package of stabilisation measures, acknowledging the impressive response of the HE sector to the crisis and also the strain that has been placed on the sector and its students and staff. The package includes measures under the headings of admissions (see section below on UCAS and 2020 Admissions), student support, international students, financial sustainability and research (bringing forward £100m of English QR funding from 20-21). Tuition fee payments will also be pulled forward so that HEIs receive more cash in the first term of the academic year 20-21. In reprofiling these payments, government has made clear that HEIs are expected to take significant steps to improve efficiencies and manage their finances in order to avoid cashflow problems further down the track. It has also been emphasised that reprofiling in this way is a one-off intervention for the autumn term only. None of these measures, however, increase funding to the Scottish block grant, as it brings money forward from the 2020-21 financial year in England.

Regarding financial support for the sector, the 4 May announcement re-confirmed that HEIs are eligible to apply for Government support schemes including the COVID Corporate Financing Facility (CCFF) and are able to access the Coronavirus Job Retention Scheme (CJRS).

The UK government announced the setting up of a ministerial task force across BEIS and the Department for Education and including ministers and officials from the Devolved Administrations to look at the issue of research funding sustainability. This Task Force has met a few times, but as yet no additional funding has been announced. I will provide a further update at the meeting on any further developments.

Brexit

The UK Government has confirmed that there will be no extension to the transition period which is due to end in December 2020. At the April meeting, I updated Court on the new post-Brexit immigration rules which had been set out by the UK Government. The sector had welcomed the fact that HE staff were being recognised for their high skill level and contribution to the UK economy and society, and also welcomed the recognition that the salary threshold of £30k had been too high (under the new points-based system, potential employees will need either to earn more than £25,600 or earn more than £23,040 and have a PhD). However, UUK had echoed concerns that it is still necessary to ensure that all staff would be able to work in the UK, including people in key roles such as lab technicians and language assistants.

The UK government has previously stated that ‘it remains open to considering participation in some elements of the next Erasmus+ programme, provided the terms are in the UK’s interests’. The government is also ‘considering a wide range of options with regards to the future of international education exchange and are, in parallel with the negotiations, continuing to develop

a domestic alternative for Erasmus+, to prepare for every eventuality'. At the last meeting, I updated Court on a discussion I and other Vice Chancellors had had with the Universities Minister.

At the Department of Education's request, UUK International has re-convened its Working Group on Outward Student Mobility for a series of roundtables to consult further on the design and development of a new UK International Educational Mobilities Scheme.

Regarding the possibility of either full association with or 3rd country access to Horizon Europe and other EU R&D programmes, I will update Court further at the meeting, as there have been some recent briefings regarding the current UK-EU negotiations.

REF 2021

At the last meeting, I informed Court that the REF was on hold until further notice. The decision was taken in recognition of institutions' needs to divert resource to critical areas, including those relating to health. The national REF team is now working on adapted details for the framework. The submission deadline of 27 November 2020 will no longer apply, although we have been assured that the census date will remain unchanged.

A survey was conducted in April, seeking views on preferences around the timing of the revised submission date, and views on whether the assessment period for impact should be extended. Russell Group universities are keen to minimise further delays to the REF process, as this would mean further disruption and increased costs, and would risk missing a key opportunity to demonstrate the value of university research to society and the economy.

An announcement is expected in June of the new submission date.

UCAS and 2020 Admissions

As part of the package of stability measures announced on 4 May, the UK government will introduce an enhanced and personalised Clearing process over the summer, giving students the option to change their choices once they have received their grades. In addition, temporary Student Number Controls were introduced, with HEIs in England being able to recruit full-time home students up to 5% above their forecasts. The aim of the controls is to ensure a fair, structured distribution of students across providers and to incentivise HEIs to act in the best interests of students when making offers. In late May, it was announced that temporary limits will also apply to English-domiciled students studying at universities in Scotland, Wales and N Ireland. We have been notified of our student limits.

Items B: For Information

3. USS

At the last meeting, I updated Court on the USS valuation for 2020, which will have as its basis a snapshot of the scheme on 31 March 2020, although the process itself will last many months, with a required completion date of 30 June 2021. Clearly in the current world economic climate, the valuation will be very seriously adversely affected because of the impact on markets, but also

because of the prospects for economic recovery over the next few years. The consultation by USS on the technical provisions will take place during the summer (July-August).

4. SMG Changes

The University's Director of Finance, Robert Fraser, is to leave the University at the end of June. The Group Financial Controller will step into the role of Acting Director until we have completed the search process and recruitment of a new Director. I am grateful to Robert for his expert stewardship of the University's finances and for his strategic insight, support and advice over the years.

5. Appointment of Chancellor

I advised Court in April that Dame Katherine Grainger, Britain's most decorated female Olympian, is to be the next Chancellor of the University. I am pleased to report that Dame Katherine's appointment was confirmed by the General Council of the University at its Half Yearly Meeting on 2 June 2020.

6. League Tables

To date, two of the five main league tables have been published this year. While we currently rank in the top 20 for the three main domestic league tables, we have dropped in rank for both tables released this year, as below.

Complete University Guide 2021

Glasgow has dropped one place to 19th in the UK. However, we increased the number of subjects for which we are top in the UK.

The following subjects achieved first place in the UK:

- Accounting & Finance
- Dentistry
- Drama, Dance & Cinematic
- Education
- Medicine
- Nursing
- Sports Science
- Veterinary Medicine

Medicine is the new addition to this list, providing a remarkable result for the College of Medicine, Veterinary and Life Sciences with five subject areas in 1st place.

QS World University Rankings 2021

Glasgow has declined ten places in the rankings from 67th to 77th in 2021. This is clearly a disappointing outcome, but there is a mixed story when looking at the indicators.

We have improved in the following indicators:

- Academic Reputation
- Employer Reputations
- International Students
- International Faculty

We have seen our rank and score fall for the following indicators:

- Citations per Faculty
- Faculty:Student Ratio

On a close scrutiny of the different factors, our fall is entirely driven by the dropping out of a 2013 highly cited publication which impacted on the citations indicator. This shows the sensitivity of these league tables to small changes. Overall, 62 out of 84 UK universities included in this league table saw their position fall compared with last year – a reflection of the increasing competitiveness of the global HE landscape and, in particular, continued increasing investment in HE in Asia. We are however, still one of a small number of UK universities in the top 100 in the QS rankings.

National Student Survey

The Office for Students has confirmed that National Student Survey (NSS) results will be published this year, despite speculation that the survey may be suspended due to the pandemic. Publication of the results has been delayed by 2 weeks and publication date is now 15 July.

7. 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.

Please note that all meetings were virtual/online meetings or teleconferences.

I have, in the main, provided brief headings and can expand on any items of interest to Court.

Academic Development and Strategy

- 27 April: Attended Research Planning and Strategy Committee to update on COVID-19 response and my report for Scottish Government into HE and Innovation

Internationalisation Activities

- 5 May: Meeting with the Guild of European Research Intensive Universities and Mariya Gabriel, European Commissioner for Innovation, Research, Culture, Education and Youth

- 6 May: Universitas 21 AGM
- 7 May and 11 June: Call with Rector of Université Libre de Bruxelles (ULB) regarding potential collaboration.
- 7 May: Co-chaired a meeting of the Russell Group Board and leaders of German research intensive universities (U15).
- 18 May: I was keynote speaker on the topic of international collaboration at an online conference organised by the German Research Foundation on behalf of the German Federal Ministry of Research & Higher Education.
- 2 June: General Assembly of the Guild of European Research Intensive Universities. I completed my term of office on the Board of the Guild (I have been both Vice-Chair and Treasurer since the network's foundation). Rachel Sandison as VP (External Relations) has been elected to the Board so Glasgow will continue to be represented.
- 5 June: recorded video message congratulating UESTC (University of Electronic Science and Technology of China) students who are graduating this summer, including this year's cohort of graduates from Glasgow College UESTC
- 3 June: Universitas 21 Peer-to-Peer Presidents' Meeting

Lobbying/Policy Influencing and Promoting the University

- 16 April: Regular meeting with Scottish Enterprise
- 17 April: Initial discussions regarding the Scottish Government Advisory Group on Economic Recovery (AGER)
- 23 April, 27 April, 30 April, 4 May, 11 May, 14 May, 18 May, 21 May, 25 May, 28 May, 1 June, 4 June, 8 June, 11 June, 15 June, 18 June: Attended meetings of the Scottish Government AGER, whose report is due to be completed in June.
- 21 April: Interview with the Financial Times, regarding financial impact of COVID-19 on Higher Education sector
- 29 April: Universities Scotland Main Committee Meeting
- 29 April: SFC meeting with Principals
- 29 April: Attended meeting of the UKRI Creative Industries Advisory Group
- 30 April: Teleconference with Russell Group Vice-Chancellors and Universities Minister, Michelle Donelan
- 30 April, 5 June: Meetings of the Glasgow City Council Economic Recovery Group
- 7 May: Spoke as part of a Times Higher Education 'In Conversation' panel event, on the HE sector's response to the pandemic and emerging from it
- 7 May: Meeting with the Chief Executive of SCDI
- 12 May: Spoke as part of NIESR seminar on global economic forecasts
- 15 May: Participated in a small online discussion with Lord Robertson and Kevin Sneader, UofG alumnus and McKinsey Global Managing Partner, organised by Charlotte St Partners.
- 15 May: Universities UK Members' Meeting

- 19 May: SFC call with Principals regarding distribution of support package for Scottish HE sector
- 20 May: University of Glasgow/University of Strathclyde Joint Meeting to discuss contribution to city of Glasgow's economic recovery, and opportunities for collaboration
- 22 May: Attended first meeting of the RSE Post-Covid Futures Commission, which I had been invited to join by the President of the RSE
- 22 May: Seminar for University of Bari students on challenges to the UK economy from Brexit to COVID-19
- 28 May: Met with Glasgow constituency MPs, to provide a briefing on financial issues facing the HE sector in Scotland
- 2 June: Meeting with Matt Hutnell, Director of Santander Universities, to offer an update on progress of Santander Universities projects at Glasgow, including the positive impact of additional support provided in response to the pandemic
- 4 June: Meeting with the new Chair for the Global Challenges Research Fund (GCRF) Strategic Advisory Group, along with Professor Andrew Thompson (UKRI International Champion) and other VCs to discuss the GCRF
- 5 June: Attended meeting of Scottish Universities Research Reference Group, at the request of the Scottish Government HE Minister. This group will meet in connection with the UK Govt Research and Innovation Sustainability Task Force meetings in the first instance, to advise the Minister.
- 8 June: Ministerial meeting to discuss ODA (overseas aid) research funding including GCRF with Amanda Solloway, Minister at BEIS and UKRI officials.
- 9 June: Online seminar organised by Blackbullion, speaking on the topic of student success and how universities can support students in the new remote learning/hybrid learning environment
- In addition to the scheduled meetings listed above, there have been frequent conversations with SFC, Universities Scotland, UUK, Russell Group, and UK and Scottish Ministers.

USS

- 20 April, 11 May: Meetings of the USS Valuation Methodology Discussion Forum
- 24 April: Meeting of USS Investment Committee
- 27 April, 20 May, 17 June: Meeting of USS Trustee Board
- 5 May: USS Investment Committee Meeting
- 9 June: USS Investment Committee conference call

Russell Group

- 21 April, 28 April, 12 May, 19 May, 27 May, 10 June: Chaired Russell Group Board Meetings. These involved the Secretary of State for Education and the Ministers at DfE, BEIS and Treasury officials.
- 3 June: Chaired Russell Group Chairs of Working Groups meeting

Internal activities and Communications and Alumni events

- Daily meetings of COVID-19 communications/operational group
- 17 April: Virtual Town Hall meeting for the student community
- 22 April, 6 May, 4 June: Chaired meetings of Senior Leaders' Forum including Heads of School/Directors of Research Institute, Deans, and senior members of Professional Services to provide updates on University response to COVID-19
- 23 April, 30 April, 6 May, 21 May, 27 May, 4 June: Recording of video updates on COVID-19 response for use in University communications/social media channels
- 29 April, 19 May: Recorded Q&A sessions along with senior colleagues, answering questions posed by University staff on the response to COVID-19
- 30 April: Introductory meeting with Ian Campbell, new Director of Estates and Commercial Services
- 4 May: Final Principal's Budget Meeting with budget holders
- 12 May: Attended staff meeting of the MRC-University of Glasgow Centre for Virus Research to hear an update on the Centre's ongoing COVID research
- 14 May: took part in a demonstration of innovative virtual tools for teaching and learning, using virtual reality technology but delivered on standard desktop software e.g. Microsoft Teams. These tools are being developed by UofG academics in partnership with industry as part of Project Mobius.
- 12 June: Attended Glasgow/Edinburgh webinar on the topic 'Does the global pandemic signal a paradigm shift in law and the economy?' which was jointly organised by the Corporate and Financial Law Research Group of the University of Glasgow and by the University of Edinburgh Law School. I was part of the final discussion panel, and offered closing remarks.

8. Senior Management Group business

COVID-19 is now a standing item on the SMG agenda and is discussed each week, under the following headings:

- Recovery Workstreams
- Financial Position
- Capital Programme
- Student Recruitment
- Assessment Arrangements/Examinations
- Mitigating Impact on Learning & Teaching
- Mitigating Impact on Research
- HR matters, including Coronavirus Job Retention Scheme
- Supporting the national response, including updates from the Lighthouse Lab National Testing Centre.

In addition to standing and regular items, including COVID-19 and REF 2021, the following issues were discussed:

SMG Meeting of 16 April

- Culture Projects in support of Research & Innovation and Learning & Teaching Strategies

SMG Meeting of 11 May

- Assessment and Feedback Project Business Case

SMG Meeting of 19 May

- Athena SWAN University Silver Submission

SMG Meeting of 26 May

- Post-COVID University Strategy Sessions

SMG Meeting of 1 June

- Rethinking the Learning and Teaching Experience

SMG Meeting of 8 June

- Proposed Demolition of Pontecorvo, Virology and Robertson Buildings
- Update – Online Assessment Management Review

SMG Meeting of 16 June

- Recognising Contribution: COVID-19 Response Proposal
- Early Career Development Programme
- Supporting UofG Staff Engagement (Feedback and Dialogue)
- Tuition Fee Pricing, including Scholarships and Discounting
- University-level KPIs
- Capital Plan: Minor Projects
- Update – Smart Campus Project
- Internal Audit Reports
- HR Quarterly Data Analytics
- Plan for virtual Graduation celebrations

Court Context Card - Report on Research 23 June 2020

Speaker	Professor Chris Pearce	
Speaker role	Vice Principal (Research)	
Paper Description	Update on Institutional Research KPIs 2020	
Topic last discussed at Court	Last report to Court took place in June 2019.	
Topic discussed at Committee	Very regularly (at least monthly) throughout the year [Note: less regularly at Court Committees].	SMG, University Research Planning & Strategy Committee (RPSC), College Deans of Research, College Deans of Graduate Studies, College Research Committees, Heads of School/Directors of Institute Forum, Council of Senate.
Committee members present	Many - consultation is too extensive to name individuals.	Includes: Heads of College, College Deans of Research, RPSC, Heads of School/Directors of Research Institute, School/Institute Directors of Research (or equivalent), College Heads of Research Support (or equivalent).
Cost of proposed plan	Budgets already approved.	
Major benefit of proposed plan	Reputation enhancement; Future REF performance; Income generation	REF performance drives income and reputation (including league tables), which in turn allow us to attract talented staff and students to the university.
Revenue from proposed plan	Annually: ~£50m (REG); ~£195m (research income).	Proposals are aimed at improving performance in the next REF, which brings ~£50m/year to UofG, and developing research leadership, thus increasing competitiveness in attracting research income.
Urgency	High	
Timing	Immediate	
Red-Amber-Green Rating	Amber	
Paper Type	Discussion	
Paper Summary	The paper describes progress against the institutional research KPIs and, importantly, the activities that are being conducted across the University to strengthen the quality of our research (particularly our research outputs), to enhance our value to society and the economy, and to strengthen our performance in the next REF exercise.	
Topics to be discussed	Implementation of the institutional research strategy	
Action from Court	For information and discussion	
Recommendation to Court	None	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People	
Most relevant Primary KPI it will help the university to achieve	Research Output Quality	
Most relevant Secondary KPI it will help the university to achieve	% of staff holding grants	
Risk register - university level	Main risks: Risk 9: REF2021; Risk 10: Research. Other risks: Risk 4: Staff attraction and retention; Risk 5: Leadership and Culture; Risk 7: Maintaining and Improving Reputation; Risk 11: KE and Innovation.	
Risk register - college level	Equivalent to institutional KPIs above.	
Demographics		
% of University	100% Research and Teaching staff 100% R-only staff 100% Research admin staff 100% Research technicians	
% of college	As above	
Operating stats		
% of		
Campus	All locations comprising research active staff.	
External bodies	SFC, UKRI/Research England, national and international research funders, national and international learned societies.	
Conflict areas	None	
Other universities that have done something similar	All UK HEIs, in some form.	
Other universities that will do something similar	All UK HEIs, in some form.	
Relevant Legislation	N/A	
Equality Impact Assessment	E&D procedures, including EIAs, are being applied to relevant supporting policies and actions.	
Suggested next steps	Seek approval from SMG for the post-2000 Research Strategy and associated implementation plan; Publish the post-2000 Research Strategy in Summer 2020; Colleges and relevant University Services to progress its implementation.	
Any other observations	1/ The draft post-2020 University Research strategy has been discussed with research committees and groups of academics, with a view to establishing its clarity, level of ambition, and relevance post-COVID-19. 2/ The original REF2021 submission date of 27 November 2020 has been postponed as a result of COVID-19. We await a decision from Research England in June 2020 about the date and modality of submission of REF2021, following a sector consultation on submission dates in May 2020. 3/ An extensive programme of work has been undertaken to mitigate the impact of COVID-19 on staff and students, and on preserving our research capacity and capability.	



University
of Glasgow

Court
23 June 2020

Research

Annual presentation to Court

Chris Pearce Vice Principal for Research
Tanita Casci Head of Research Policy



University
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Our research community

~5,000 researchers

- 2,500 Postgraduate researchers
- 1,300 Research-only staff
- 1,200 Academic staff

~4,000 active grants, ~900 funders

- 35% UKRI, 23% charities, 9% EU

UofG



Research ethos @UofG

- UofG succeeds when the individuals succeed
- Quality over quantity
- Good research takes diverse forms

Sector changes

External Environment

- Budget commitment to increase R&D
- Large, challenge-led initiatives
- “Place” and “levelling–up” agendas
- Innovation as a shared national mission
- Brexit: funding and collaboration
- Post-REF2021 policy
- Increased importance of impact, collaboration, careers, culture

Implications of Covid-19?

- More directed, mission-led R&D funding
- Focus on economic recovery & innovation
- Concentration of funding into centres of excellence
- Opportunity to shine in our areas of strength



Research strategy

- Evolution of existing strategy
- Incorporates new sector risks
- Three pillars focused on creating the environment in which *researchers can succeed in discovering and sharing ideas that will change the world*

Collaboration

Working together to tackle bigger challenges

Creativity

Reaffirming the centrality of ideas


Careers

Making Glasgow the best place to develop a career

Collaboration

Working together towards bigger challenges

- Make collaboration easy —
across specialisms, disciplines,
institutions, industries, sectors,
communities, and government
- Invest in initiating and sustaining
collaborations
- Create physical and virtual spaces for
enabling collaboration and
connectivity

- 
- Updated promotions criteria
 - Specialist career tracks



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Creativity

Reaffirming the centrality of ideas

- Create the conditions in which new ideas can emerge, and focus on how we foster creativity in others
- Use ideas to make a difference to knowledge and society
- Engender trust, flexibility and autonomy, giving people the opportunity to develop their ideas


- Academic culture programme
- Glasgow Crucible

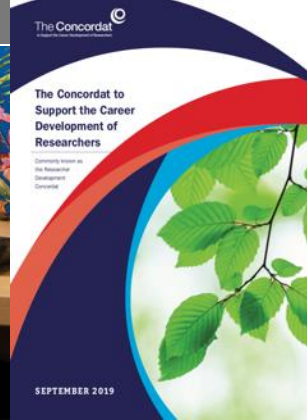


Careers

Making Glasgow the best place to develop a career

- Enhance our environment so that we:
 - support each other to succeed
 - develop a variety of skills at different stages
 - reward different *forms* of research
 - value different *contributions* to research
- Increase visibility and engagement of a diverse range of researchers, and hence reputation

- 
- £40M LKAS recruitment scheme
 - Actions to support Careers Concordat



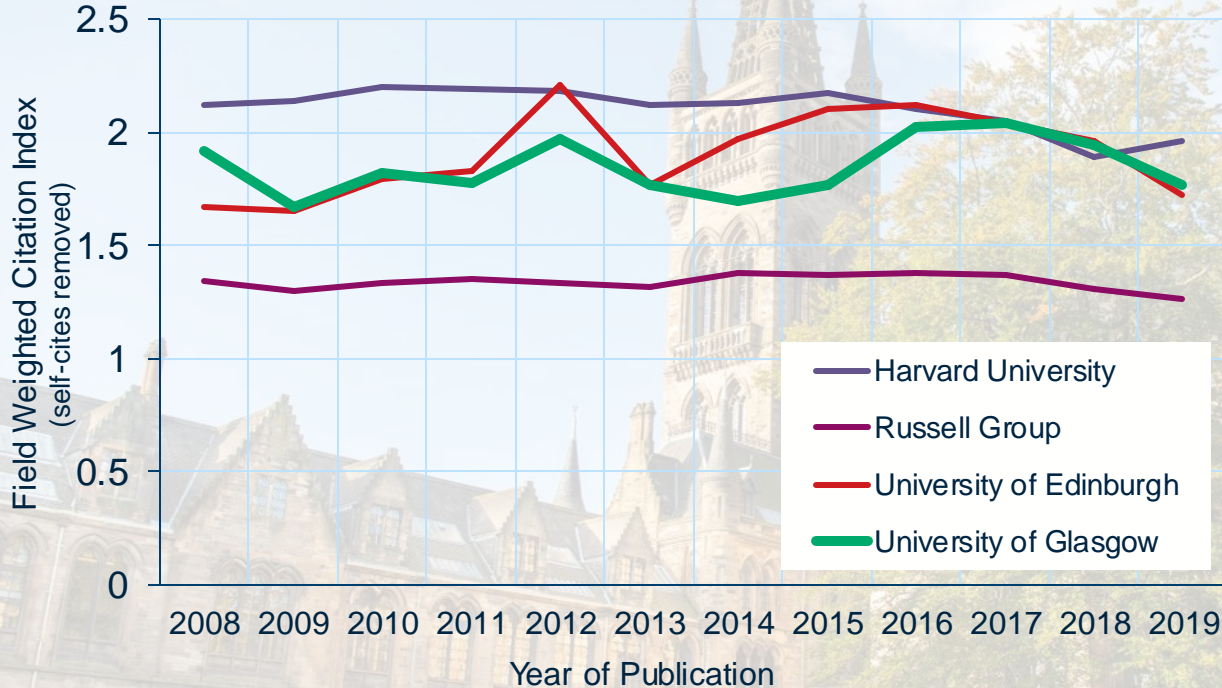


Update on Research KPIs

2020 KPI	2020	Change	2019	Change	2018	2017	2016
KPI 1: Research income/academic FTE in RG top 5			6 th (161k)	- 1	5 th (157k)	5 th (157k)	5 th (150k)
KPI 2: 1.9 PGR/academic FTE (RG rank)			2.14 (4 th)		2.13 (4 th)	2.03 (4 th)	1.92 (6 th)
KPI 3: Output quality RG rank citation metrics	8.3 (9 th)	+2.0	10.3 (10 th)		10.3 (12 th)	11.3 (12 th)	12.0 (12 th)
KPI 5: 65% of academic staff holding a research grant	55%	- 4%	59%		59%	58%	54%
KPI 4: % of Impact Case Studies required for the next REF that have been identified and are written in draft form	120%	+23%	97%		100%	43%	



Our FWCI has constantly exceeded that of the RG by ~30%



UofG's FWCI has risen from 10th to 6th in the RG

Our FWCI is now similar to Edinburgh's or Harvard's



UN Sustainable Development Goals (SDG)

REF 2021 Impact Case Studies & SDGs

- All 139 ICS in our pipeline align to at least one of the three SDG themes: **People, Planet, Prosperity**.
- 59 of the 139 ICS map to at least 1 specific target; 8 map to 2 or more.
- Strongest representation in SDGs 3, 10 & 11:

3 GOOD HEALTH AND WELL-BEING



39 ICS

10 REDUCED INEQUALITIES



23 ICS

11 SUSTAINABLE CITIES AND COMMUNITIES



12 ICS

SDG 3 (Promoting health and wellbeing for all)

'Origami' platform for low-cost rapid and accurate molecular diagnosis of infectious diseases (e.g. malaria) in low resource areas. Now extended for use in Malawi for COVID-19 testing.

Jon Cooper and Julien Reboud (CoSE), in partnership with the Ugandan Ministry of Health

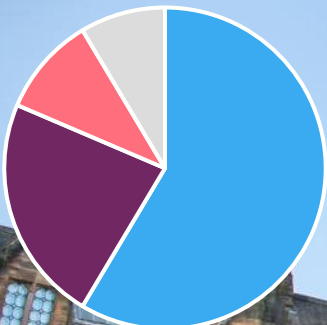
SDG 1 (Ending poverty in all its forms)

Research led to UK and Scottish Govt amendments to the Universal Credit programme, affecting ~7 million people.

Sharon Wright (CoSS) with 6 UK universities

Collaboration

~89% of our outputs are authored collaboratively

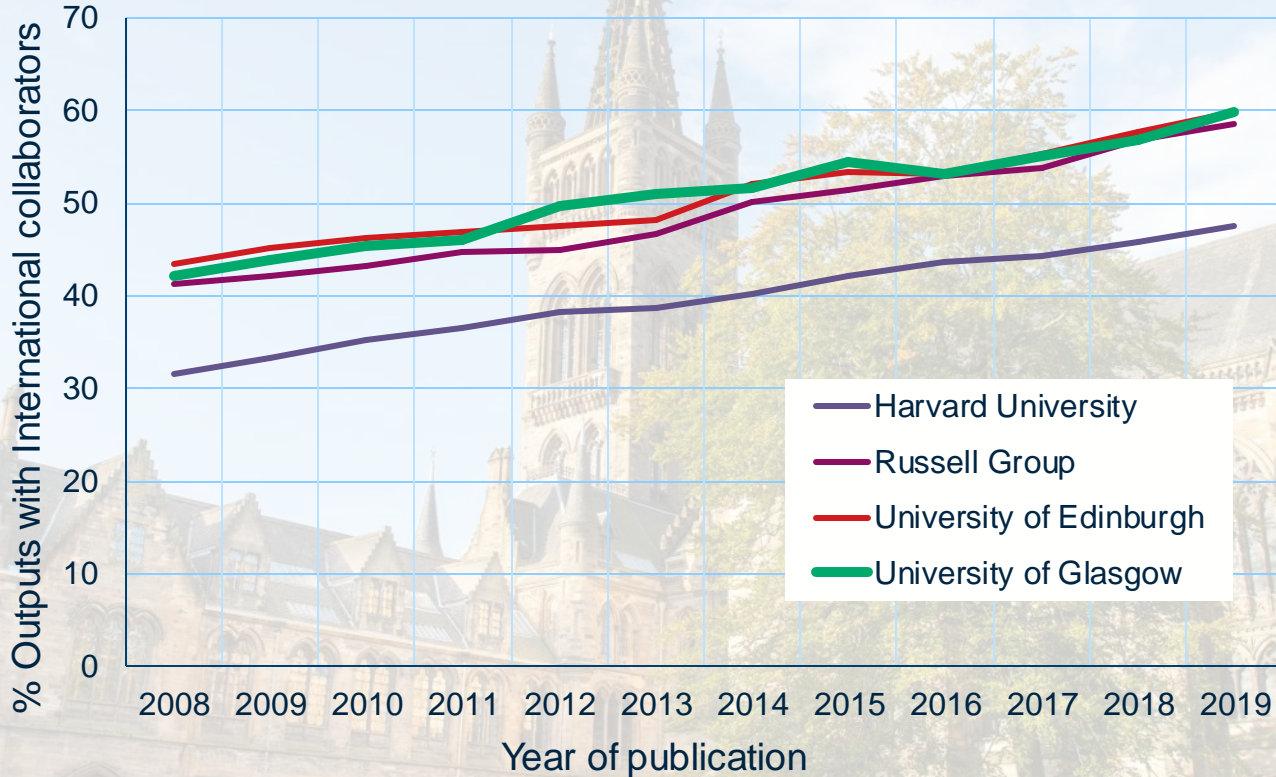


Metric		Scholarly Output	Citations	Citations per Publication	Field-Weighted Citation Impact
International collaboration	55.9%	17,801	346,914	19.5	2.75
Only national collaboration	22.9%	7,287	73,259	10.1	1.53
Only institutional collaboration	10.3%	3,286	30,138	9.2	1.27
Single authorship	11.0%	3,495	11,239	3.2	0.98

Internationally collaborative papers are more highly cited



10% growth in international collaborations since 2014





Covid-19 mitigation actions

Funded research

- Furlough of ~500 research staff
- Sector approach to funders and Govt (SFC and UKRI funding)

Research staff and PGR students

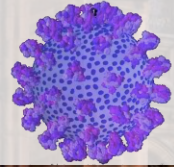
- Redeployment of fixed term staff
- Mitigation and financial support for PGRs
- Extensive advice and resources, and moving training and CPD online
- Live Q&As plus webpages with FAQs

Planning

- Guidance and planning for restarting research
- Post-COVID-19 scenario-planning group
- Mitigating the effects of any differential impact



Glasgow leads the Scottish Covid-19 response



Funded activities

- 29 funded projects worth >£21M
- 181 applications across 4 Colleges
- Virus sequencing, characterisation, disease modelling

Centre for Virus Research

- Part of £20m Covid-19 Genomics UK Consortium
- Supporting the Oxford Covid-19 vaccine trial
- Characterised factors for severe Covid-19 or death

Lighthouse Lab

- Reached 200,000 test samples on 11 June 2020

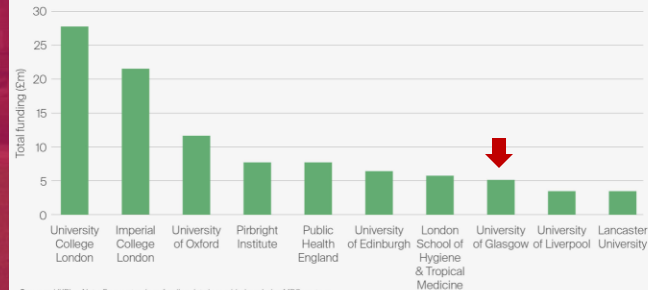
Scottish Covid-19 Response Consortium

- Developing models to inform Covid-19 control



Top winners for amount of total funding

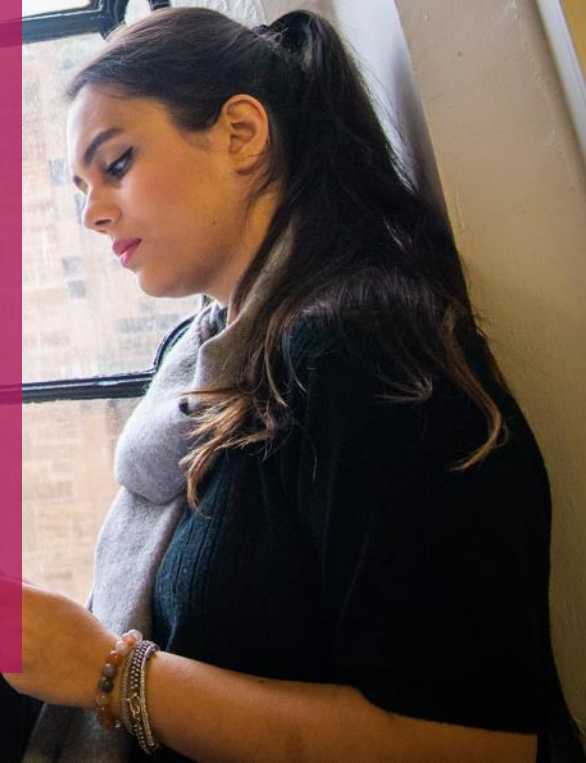
London-based organisations and Oxford dominate the list of top ten institutions in terms of total amount of Covid-19 funding granted





Outputs 60%, Impact 25%, Environment 15%

- ~£50m a year of unrestricted funds
- Preparations continue to go well across 28 UoAs
- In past year:
 - external review of 140 impact case studies
 - external review of 28 environment statements
 - internal assessment of >30,000 outputs
- REF 2021 submission delayed until at least 31 March 2021





Acknowledgements

We are indebted to colleagues for leadership, collegiality, and support:

- College Deans of Research
- College Research Support Offices
- Researcher Development Service
- Research Information Management team
- REF2021 teams
- College Deans of Graduate Studies
- Miles Padgett, VP Research 2014–2019



University
of Glasgow

Thank you

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Court Context Card 23 June 2020 - 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	
<i>Topic last discussed at Court</i>	Last report was to April 2020 Court	
<i>Topic discussed at Committee</i>	NA	
<i>Committee members present</i>	NA	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
Urgency	High, 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 Information on University action relating to the Coronavirus outbreak A2 Information about the University's response to Black Lives Matter A3 An update relating to Brexit and University preparations	
Topics to be discussed	As above plus any B items Court members may wish to discuss	
Action from Court	Specific decisions requested under: B2 Court is invited to approve the recommendations and actions in the report from the working group that is considering a petition to disinvest in the defence sector/arms trade B3 Court is invited to approve the recommendations from the Nominations Committee , relating to Court and IPSC membership	
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	Item 1: Risk 1 Income Generation and Expenditure, Risk 8 Student Recruitment Market, Risk 12 Campus Development Programme, Risk 16 Coronavirus	
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items	
Operating stats		
% of		
Campus	All locations	
External bodies	UK and Scottish Governments; EU; Public health authorities;	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court – Wednesday 23 June 2020

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Covid-19 - Coronavirus outbreak

The University community continues to be updated regularly via the website, email and social media.

The University has successfully completed the Spring 2020 examination diet with more than 1,000 exams held over a 4-week period all of which were completed remotely, with around 40,711 exam instances taking place. The Senate Office has also introduced a No Detriment Policy which will ensure that no student is disadvantaged due to the pandemic. Plans are currently being made to hold virtual celebrations for the graduating students, with the students being offered an opportunity to come back to campus in 2021 for a graduation-style event.

Following the publication of the Scottish Government Covid-19 Roadmap for recovery, the University has established a working group to prepare for the return to campus. A detailed campus management plan has been published together with shorter guides aimed at staff, students, managers, researchers and homeworkers. Other work streams cover financial planning, student recruitment, supporting the NHS, staffing and organisational change, blended & online learning and the capital plan are also being overseen by members of the senior management group. The staff and student return to campus guides are attached as **Annexes 1 and 2**.

Provisional terms have been agreed with our main construction partner regarding the cost of the shut down of construction sites ordered by the Scottish Government in response to Covid-19. Construction work resumed on most building sites on 15 June.

Key personnel continue to meet every weekday morning to discuss the latest developments and agree on communications priorities. The Principal continues to issue weekly communications to staff and occasional Q&A sessions have been broadcast via FaceBook. The Vice Principal for Research has organised special Q&A sessions for the research community. A joint statement with the campus trade unions was agreed and made available to all staff. We are working closely with the SRC on aspects of the student experience and how we can support it under the special conditions that will apply over the coming months.

Looking towards the start of the 2020/21 academic year, we have announced that the large majority of courses will start on 21 September with some taught postgraduate programmes beginning in November and January. The University has committed to ensuring that students have the best possible experience at the University, with a blend of online and face-to-face teaching. The actual quantum of face-to-face teaching will depend on the public health rules applying from September.

The University is aware that the ongoing situation will be having an adverse effect on some members of staff. A reminder was recently sent to staff outlining the various services that are in place to support them through this difficult time.

Additional hardship funds have been put in place to support students who face financial difficulties as a consequence of the pandemic. The full range of student support services also remains available online and via tele- and video-conferencing.

Action and planning across all areas of the University is ongoing. Court members are invited to ask questions about any aspect of the University's response to the pandemic and to contribute to the institutional conversations that are underway.

A.2 Black Lives Matter

The University has put out several messages across its social media channels stating that we were appalled at the brutal killing of George Floyd in Minneapolis. The University stands together with the SRC and the entire UofG community in condemning all forms of racism and discrimination. The Principal has asked the Race Equality Group co-chaired by Vice Principal Bonnie Dean and Professor Satnam Virdee to identify additional actions that we might undertake in response to the situation. The group's recommendations will then go to the Equality and Diversity Strategy Committee for consideration. Our institutional approach may be summarised in the following bullet points:

The University of Glasgow:

- Repudiates racism and racial discrimination of all kinds
- Will strive to become a more welcoming place for prospective staff and students from BAME backgrounds
- Is committed to racial equality for BAME staff and students
- Supports refugees as students, staff and members of the wider community
- Is implementing a programme of work in recognition of UofG's relationship with historical slavery
- Works with representative groups and external agencies to address racial injustice, wherever it is found
- Seeks to inform the wider debate in society about racism and racial equality
- Will use our academic expertise to promote race equality worldwide
- Will forge enduring partnerships with universities and other bodies in the Global South
- Welcomes constructive criticism and accepts the need for change

At the same time, the Race Equality Group is working on a response to the December 2019 EHRC report into racial harassment in universities. Members might also wish to note wider efforts by SFC and EHRC to strengthen the public sector equality duty following the signing of an MoU between the two bodies in March.

A.3 Brexit and University Preparation

Over the past three years, Court has received regular updates about the support we have provided support to our EU staff and students. We will continue to lobby the UK Government for continued participation in EU research and student mobility programmes.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *Industrial Action/Pensions*

The national industrial dispute over pensions, pay and related terms and conditions has yet to be declared officially over, but we are not expecting further disruption in the current year. Discussions over the 2020 pay round have already begun, with the most likely outcome being a pay freeze.

As part of the 2020 scheme valuation, the USS trustee board is expected to launch a consultation on the technical provisions associated with the pension scheme shortly; officers will prepare a response in consultation with the Finance Committee.

B.2 *Disinvestment petition*

Court received a petition in December 2019 requesting that the University divest from companies engaged in the arms trade on the basis that it was inconsistent with the University's Socially Responsible Investment (SRI) policy. A Working Group (WG) was set up to consider this and having carefully considered the petition the outcome is outlined in the report (**Annex 3**).

Court's approval for the actions and recommendations as outlined in the report is sought.

A number of emails have been received from students in relation to the disinvestment petition and are attached as **Annex 4**.

B.3 *Committee remit and appointments*

Court Co-opted Members

Elsbeth Orcharton terms on Court end on 31 October this year. Elspeth will have served 4 years and is eligible – and willing – to continue for a further 4 years.

Elsbeth would also continue as a member of the Finance Committee.

Nominations Committee recommends that Elspeth be reappointed for a further 4 years from 1 November 2020. **Court's approval is sought.**

Information Policy and Strategy Committee IPSC

At the April meeting of Court, the remit and membership was agreed. Further agreement is sought from Court for an amendment to the membership to include an additional two lay member as outlined in **Annex 5**.

Court's approval of the change to membership is sought.

The proposal is for Kenny Robertson and for Andrew Wykes to be lay members for 4 years from September 2021.

Nominations Committee recommends that both be appointed for a 4-year term from 1 September 2020. **Court's approval is sought.**

B.4 *Court Strategy Day 2020*

The Strategy Day is scheduled for 17 September and it has been agreed that this will take place via Zoom. The half-day session will focus on the new University Strategic Plan, with themes including C-19 recovery, funding opportunities and increasing income streams.

Further details will be made available to members over the summer.

B.5 *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 6**

B.6 *Media Report*

Court has previously agreed that a digest of media coverage and summary details of social media interaction with the University should be provided from time to time during the year.

The last report was in December. An update is at **Annex 7**

B.7 *Rectorial Election 2020*

This was due to take place in March, but has been postponed until early 2021 so that a full-scale election campaign can take place. There will be a vacancy on Court until a new Rector is elected.

B.8 *Directors of Research Institutes and Heads of School Appointments*

College of Science and Engineering

School of Computing Science

Professor Simon Gay, will now take up post as Head of the School of Computing Science for four years from 1 June 2020 instead of 1 August 2020 due to the earlier departure of the current incumbent.

School of Chemistry

Professor Justin Hargreaves has been appointed Head of the School of Chemistry from 1 January 2021 for a period of 4 years.

GUIDE FOR STAFF RETURNING TO CAMPUS

We have all had to adapt and make significant changes to the way we work over recent months and we may well have to continue to do so in the future. We want to ensure the appropriate guidance and information is available to staff as we move through the phases of recovery and start to re-establish traditional ways of working and develop a new business as usual over the longer-term.

This guide outlines how we expect our campus to operate as we begin to see more activity taking place onsite and the measures we are introducing to support this. We are also publishing more guidance on the recovery in our [Campus Management Plan](#) and we will publish a route map document, which will outline our anticipated stages of recovery. There are also specific guides for students, line managers and remote workers to help communicate some of the more detailed guidance.

This information has been prepared in accordance with government guidance and our own [Recovery Principles](#). At all times, our main priority will be the health, safety and wellbeing of staff and students. We have published more detailed guidance online through detailed [FAQs](#).

We should note that, should the public health authorities reverse the current easing measures to impose any further lockdown restrictions, it may be necessary for us to curtail some of these activities on campus, while the restrictions remain in place.

Working on campus

When we reach Phase 2 in the [Scottish Government's route map](#) we will begin to be able to open more buildings on-campus, however due to physical distancing measures numbers will be restricted. Access will be limited to those who absolutely need to be there. If you can work from home, you should continue to do so for now. If you are in any doubt whether this applies to you then please speak to your line manager – our [Guide for Line Managers](#) sets out practical guidance in this area.

Each School, Research Institute and Service will be asked to draw up a local plan identifying who needs to be on campus and when. In some instances, rotas will be drawn up with staff taking turns to come to campus on specific days. We will ask line managers to take into account a range of factors, including business needs, individual health issues, the ability of individuals to travel to campus and physical constraints in the workplace.

Cleaning & hygiene

The most important protection you can take against catching COVID-19 remains to wash your hands regularly and avoid close physical contact with others. However, we are also introducing an enhanced cleaning regime and a range of other measures to minimise the risk of transmission.

To aid cleaning, a clear desk policy will apply in all workspaces. Hot-desking will not be in operation, with individuals being allocated a desk for the day. Eating will not be permitted at desks and hand sanitisers will be located at entrances to buildings.

There is more information about this published in our [Campus Management Plan](#).

Signage & fittings

Signage will be fitted to the entrance of all buildings and will also clearly articulate how we are implementing physical distancing. The signage follows a traffic light system where green indicates safe people flows in buildings, amber signs indicate where staff need to remain alert, and red where the spaces are smaller or where queuing is required. For example at lift areas or service points.

To prevent overcrowding, Estates have calculated occupancy levels for each building and, together with local managers, identified appropriate staffing levels. At pinch points such as entrances, screens or barriers will be installed.

This work is being led by our Estates team, working closely with local managers across all academic units and services. Again, there is more detailed guidance around roles and responsibilities for local areas set out in our [Guide for Line Managers](#).

Travel to, from & around campus

In accordance with Scottish Government guidance, colleagues are advised to travel to campus on foot, bike or private transport where possible. Public transport should only be used as a last resort, preferably at off-peak times.

We will install additional bike racks and make more parking spaces available to support safe individual travel.

We are planning to issue all staff and students using the campus with two reusable face coverings each and will encourage people to use them on public transport and in enclosed spaces on campus. These coverings are currently being manufactured in Scotland specifically for the University and further details about how to pick up your own coverings will be made available in due course.

Opening buildings

Our buildings will be re-opened in a phased manner, with staff and students being advised in advance which buildings will open and when. We will shortly publish our own recovery route map which will show which buildings are accessible and our long-term, phased approach to the recovery.

Authorisation is required in order to access campus, and completion of an online e-induction through Moodle will be mandatory for all staff working on-campus – again, we will communicate more details in due course.

There will be restrictions on the use of lifts, with priority given to those who cannot use stairs or who are transporting heavy materials. Where possible, a one-way system will be implemented in buildings.

Labs

Due to physical distancing, numbers in laboratories will inevitably be restricted. Positions that can be used will be indicated, as well as locations such as fume cupboards. Access to labs will be decided by local managers.

There is more information about specific arrangements for staff and students engaged in research in our [Guide for Researchers](#).

Teaching spaces

As a rule, lectures will be delivered online. A booking system will be used for recording booths, whiteboards or blackboards.

Lecture theatres will be repurposed for use by seminar groups or other teaching activities. Seats that can be occupied will be marked.

We will publish more information on the learning and teaching experience in due course.

Facilities

Most catering outlets on campus will remain closed and staff will be encouraged to bring a packed lunch and restrict their use of communal kitchens where possible. From late-June, the Gilchrist will be opening as a takeaway outlet, with a clear one-way system in place.

There should be no sharing of cutlery or crockery, kettles, hand towels or related items.

We will be introducing measures to ensure that toilets are compliant with the necessary physical distancing and hygiene requirements and queuing systems will apply where necessary.

The success of our recovery from COVID-19 and the safety of our campus relies on everyone doing their bit. Our guidelines are designed to protect the safety and wellbeing of everyone who uses our campuses, and they will be most effective if everyone adheres to them. We appreciate your understanding and collaboration in this process.

There are more details published on our [COVID Recovery section](#) of the Community webpages, and in our [published FAQs](#).

If you are still unable to find an answer to your query, please contact the [UofG Helpdesk](#).

We understand that this is may be a difficult time for our staff and student community and we thank you for your support and patience as we work through some of these issues. We aim to keep all our community as well informed as we can as we move through each stage of our recovery work.

Campus life 2020: A short guide for students

What will life be like at the University of Glasgow in 2020-21? Understandably, this is a question many people are asking as we deal with the effects of COVID-19. Our University has been impacted like all other institutions around the world, and this will still be the case in the coming academic year.

The first and most important thing to know is that the University will be open in 2020-2021. The semester will start as always with Freshers' Week, beginning on schedule on Monday 14 September (more info on the full range of activities in Freshers Week will follow shortly). Classes for most students will commence on Monday 21 September. A number of taught postgraduate programmes will begin in November; some will have a January 2021 start date and still more will offer options to start in September 2020 or January 2021. This year, we have received more applications than ever from all over the globe – we very much look forward to welcoming existing students back and to greeting new students at the start of their programmes.

Health and safety

We are taking comprehensive steps to protect the health and wellbeing of each and every student. At Glasgow, we have a certain advantage over other institutions – we have the largest medical school in Scotland and a highly qualified team of experts who inform our approach to keeping students and staff safe. The University manages one of the three main testing centres in the UK; we have a range of COVID-19 related research underway in our laboratories and we are currently testing a COVID-19 vaccine on volunteers in collaboration with our colleagues in Oxford. All of this expertise is being used to ensure that the health and safety regime at Glasgow is second to none.

Drawing on the best public health advice, we have already developed detailed plans to combat COVID-19 and protect our student and staff communities. At all times, we will put your health and safety first: this means closely following national guidelines and also going beyond them – learning from the best practice from countries around the world. In particular, we will apply the physical distancing rules set out by public health authorities – currently 2 metres in the UK, though this may change over time.

We will welcome students into our residences and you can move around our campuses, use the library and other study spaces, eat and drink on campus, and meet and socialise with other students. We will offer as much face-to-face teaching as physical distancing rules and the space on campus allow, as well as classes in laboratories and practical classes where these are relevant. Meetings with tutors and opportunities to collaborate in group learning activities with other students will be prioritised. Sports activities will be available and student clubs and societies will be operating; music programmes will go ahead and the University's museum and art gallery will be open.

At this time, the impact of the virus in Scotland is receding. The country is gradually moving towards greater freedom of movement; social life is slowly picking up again and the economy is set to rebound. However, we have to remain vigilant if we are to avoid a new spike in COVID-19 cases, either in Scotland or elsewhere. To this end, all of the above activities will have to happen in an environment where individuals remain physically distant from each

other. This inevitably has consequences for life on campus. These are a few examples of our plans:

- All members of the University community will need to observe guidance around hygiene and in relation to interactions with others
- A thorough cleaning regime will apply in all spaces used by students and staff, where we can
- We will operate one-way systems in corridors of buildings, where we can
- There will be specific guidance for those living in student residences regarding access to kitchens and any shared household facilities
- The numbers allowed in any building or room will be limited to avoid congestion
- We will issue all staff and students with face coverings and encourage their use in certain environments
- We are investigating the implementation of temperature checks on campus to identify as soon as possible anyone who may have contracted COVID-19
- Anyone who is showing symptoms will be asked to undertake a test and may have to self-isolate; we will aim to identify those who have been in contact with them and ask them to take a test
- Some facilities (for example, sadly, the night clubs in the student unions and some sports facilities) will remain closed for the time being
- Again, to reduce congestion on campus, many staff will work mostly from home
- Rooms across campus will be reallocated to support face-to-face teaching in smaller groups
- Special rules will apply in confined spaces such as cafes and toilets, again to make physical distance as easy as possible and to ensure the highest standards of hygiene.

This isn't a complete list, but hopefully it gives a sense of our commitment to your safety, and the careful thought that is going into how the campus will operate in 2020-21.

Learning and teaching

An enormous amount of work is underway to make sure all students, no matter what they are studying, enjoy the high-quality learning experience which Glasgow is famous for.

Given restrictions on numbers in buildings and rooms, this is likely to involve a combination of live classes delivered remotely (for example, via Zoom or Microsoft Teams), recorded lectures and face-to-face teaching. Students will meet their academic advisers and tutors, and with each other, both through our virtual learning environment and face-to-face. They will also study on and off campus, as they do in a normal year. The overall aim is to deliver as much face-to-face teaching as we can within the constraints imposed by physical distancing. We want all students benefit from some face-to-face teaching, though the proportion may vary depending on the nature of their programme.

When it comes to exams and assessments, we have proven this year that whatever the constraints, we can ensure that students are treated fairly and are enabled to progress to graduation or to the next level of study as per normal.

Classes in laboratories will take place on a rota basis so that we can maximise lab time for students of relevant disciplines and guarantee high standards of cleanliness.

Support for students

We know that some people experience difficulties over the course of the academic year. Please be assured that the University will always be there to support individuals depending on their needs – whether academic, health related, relationship issues, financial problems or any other sort of challenge. We have excellent, highly experienced services to draw on, but more importantly, we care for our students and will be there to help if you need us.

Support services – careers advice, counselling, disability advice, financial advice and academic support, to name only a few – will be delivered both face-to-face (always observing physical distancing rules) and online.

We have developed a range of [support and wellbeing services online](#), designed specifically to help our student community during the COVID-19 pandemic.

We are also working with the student associations – the Students Representative Council, Glasgow University Sports Association, Glasgow University Union and the Queen Margaret Union – to make sure that social life on and around campus is as enjoyable and fulfilling as it possibly can be. As in any other year, we will encourage students to join the unions, take part in organised sport (whether for fun or competitively), meet with like-minded individuals, enrol in clubs and societies, become a volunteer, organise campaigns for worthwhile causes, take part in religious worship – student life at Glasgow offers innumerable opportunities which the rich infrastructure of campus organisations supports.

As a University which listens to the student voice and works very closely with student reps, we will do everything we can to facilitate student social life, recognising that small-scale meetings and online gatherings will be necessary in many instances.

Accommodation

We appreciate that being able to live close to campus is an essential part of the student experience. All our residences will be open from the start of the academic year; we are well prepared and will ensure that students can enjoy safe, healthy and active lifestyles whilst living in our accommodation. We are also in regular touch with private providers of student accommodation, most of which are located within easy walking distance of the campus.

We encourage those wishing to apply for University accommodation to do so as soon as possible. There is more information available on our [Accommodation webpages](#) and on the Accommodation-specific social media channels, particularly on Twitter [@UofGLiving](#).

We expect to offer a range of takeaway options from our catering outlets on campus, with exact details and opening times to be confirmed nearer the start of term.

Last thoughts

No-one can be one hundred per cent sure what life will be like in six months, or a year. The signs are positive – the University is open for business and supporting more activities week by week. This year, like any other, we are determined to offer a fantastic learning experience to all our students.

We look forward to seeing you in a few weeks' time; and we very much hope that this session at Glasgow will be one of the best years of your life.

Please follow us on social media (UofGlasgow across all our social platforms Twitter, Facebook, Instagram, TikTok, Weibo and WeChat) or through the [#TeamUofG Student Newsletter](#), which is emailed out to all students, to see what's happening at UofG, including more information about how we're supporting our student community through the COVID-19 recovery.

Defence Sector Investments Working Group: Final Report to Court

Executive Summary

Court received a petition in December 2019 requesting that we divest from companies engaged in the arms trade on the basis that it was inconsistent with the University's Socially Responsible Investment (SRI) policy. A Working Group (WG) was set up to consider this. As part of the process the WG consulted with the investment managers for the endowments; representatives met with the student coalition and the group considered a variation proposed by the coalition. The WG also noted the importance of the endowments in providing funds for specific purposes to students, not least the current requirement for hardship payments related to Coronavirus impacts which emphasises the importance of the returns generated.

Having carefully considered the issues the WG recommends that Court does not agree to the petition. The WG however recognises that important issues are raised by GUADC in the petition and in the accompanying documentation and proposes that Court approves two actions related to the issues raised as follows:

- 1) A formal ban on investment in any company that contravenes international / UN treaties related to the arms trade where the UK is signatory to such treaties. This will cover both current treaties and any future ones. (The current treaties this would cover are set out in the main report).
- 2) The University of Glasgow to write to the UK government to challenge the inconsistency between their granting of export licences to firms where the destination countries are ones the government itself classes as being 'at risk' of human rights abuses.

This second action reflects the central point raised by the coalition. The WG concluded that the key actor that had most influence and control over the substantive issue was the UK government and that an appropriate response to that was therefore to directly address the issue with them.

Court are asked to approve these actions and to approve the WG recommendation that no further restriction is placed on investment policy in respect of the petition.

One member of the WG (Scott Kirby) does not support the recommendations to Court on the grounds that they do not go far enough.

Background

In December Court received a petition from the Glasgow University Arms Divestment Coalition (GUADC). The petition had five demands, which were:

- 1. We demand full divestment from the arms trade in adherence with the University's Policy on Socially Responsible Investment.*
- 2. We demand a pledge detailing a divestment timeframe of less than 2 years.*
- 3. We demand acknowledgement that investment in the arms trade will never comply with the University's Policy on Socially Responsible Investment.*
- 4. We demand a pledge to never again invest in companies that have any links to the arms trade, and to pursue greater accountability of fund managers and internal investment decisions.*
- 5. We demand a comprehensive and immediate ban of all arms companies from campus events and that the careers department and post-graduate schemes sever all ties with such companies.*

Court appointed a working group (WG) in line with the criteria set out in the SRI policy of the University, specifically to consider the first four of these with regard to the divestment request. The WG comprises Gavin Stewart (chair), David Ross (chair of the Investment Advisory Committee), Scott Kirby, Simon Kennedy, David Duncan, Elspeth Orcharton and Robert Fraser.

This group met on four occasions and representatives of the group met with GUADC and engaged in email correspondence. GUADC have also submitted written material including a letter saying they would be happy with an amended proposal which only restricted investment to those companies who had asked for an export licence to certain countries deemed at risk of human rights violations, within the last seven years. (This refined definition draws on the overlap between the arms export licenses granted by the UK government, and the government's own determination of countries that 'are at risk' of human rights violations, based on the Foreign and Commonwealth Office's (FCO) annual report on 'Human Rights Priority Countries'. This gives a list of around 30 countries that have a particularly poor human rights record. The proposal was to include any companies which in the past seven years have attained export licenses for countries that have appeared on the list in the same year).

This report sets out the issues, analysis and conclusions of the WG.

Process followed

The Group has agreed that it should consider the request in the context of the University's latest draft Statement of Responsible Investing policy (SRI - copy attached). We have also requested a number of pieces of analysis and clarification from our fund managers and also from GUADC. As noted above, the WG also has held dialogue with GUADC.

Also as noted above recognising that the WG was in its initial meetings concerned about the broad nature of the request GUADC refined their proposal. Their letter setting out this refinement is attached as an annex. (Note that this letter also has some requests on transparency. The WG has responded to those requests. The appendices referred to in the GUADC letter have not been included but can be supplied on request.)

Current situation

Our endowment funds have two managers – Schroders and UBS.

The Schroders portfolio specifically excludes armaments related to the areas below, based on their own internal policy, because all these areas contravene international conventions to which the UK is a signatory as agreed at the UN. It is not clear whether the UBS portfolio has the same exclusion.

- The Convention on Cluster Munitions (2008): prohibits the production, stockpiling, transfer and use of cluster munitions
- The Anti-Personnel Landmines Treaty (1997), also known as The Ottawa Treaty (1997): prohibits the production, stockpiling, transfer and use of antipersonnel landmines
- The Chemical Weapons Convention (1997): prohibits the use, stockpiling, production and transfer of chemical weapons
- Biological Weapons Convention (1975): prohibits the use, stockpiling, production and transfer of biological weapons

The WG consider that regardless of other decisions it would be appropriate to formalise these exclusions and to ensure they apply to both Schroders and UBS and therefore to incorporate them into both mandates.

Within the market there is a range of options to exclude additional areas of investment, including nuclear weapons, civilian firearms and all armaments. Those who exclude all armaments tend to include this as part of a much broader ethical policy which covers, for example, alcohol, gambling and animal testing. Typically, exclusion is based on the activity in question being a certain percentage of a firm's turnover. (These definitions would be similar but may not exactly match the one proposed by GUADC which is based on the Stockholm International Peace Research Institute report.)

The extent of options available demonstrates it would be technically possible to implement the request in spirit – some options exist to implement in part but only at fairly broad categories.

If the request were to be implemented in full, the restrictions are anticipated to be relatively minor at present (2% of Schroders UK equity portfolio as an example as of end 2019) but not nil. It might be reasonable to assume some impact on investment return from this but less than the experience of fossil fuels. However, Schroders raise a wider concern they have about the aggregate impact if there are further restrictions on investments (e.g. on fossil fuels and / or other sectors as called for by some student groups) and their ability to continue to manage it within the current strategy they use.

As of 11 March, the petition had 1,885 signatures; while this is under 7% of the student population, it is broadly consistent with the numbers voting in student elections.

Analysis

The SRI policy requires us to consider whether the activity in question – in this case involvement in the arms trade (which is broadly similar to defence industries) – meets the following criteria:

'1. The key criteria against which specific cases would be considered would be (a) whether the issue raised was wholly contrary to the University's value systems either as reflected in the Mission Statement or the Strategic Plan; or (b) whether it raised wider issues of social, environmental and humanitarian concern.

2. Representations should be related to industries or specific companies whose activities or values appear – on the basis of clear evidence – to be so far removed from the University's core values as to give grounds for serious concern'.

Comparison with Policy

GUADC have put forward powerful examples of the negative consequences arising from the use of arms in certain areas (most particularly Yemen and Palestine) and of conflict more generally. The WG members understand the rationale for the petition and unanimously consider it a valid issue to raise.

The focus of the discussion has been how to balance the issues that this raises with the role of the companies in question in supplying the UK defence forces (and others) and in turn how that supply supports peacekeeping and humanitarian activities most specifically that carried out by UK defence forces. Broadly, the WG consider this activity as a positive.

As part of that discussion it was noted that the arms trade was subject to export licences from host governments (in the instance of the portfolio primarily UK, US and EU) and if the concern was that it was wrong for arms to be sold to certain countries, and where that concern was legitimate, then it could be argued that the target should be the relevant government regarding their approach to granting export licences for arms.

It appears clear from discussions with GUADC that they do not see either of these points as a justification for investment. It is also clear that the companies concerned do not operate solely in supplying the UK defence forces – in other words it does not appear possible to limit investments to those only supplying organisations deemed as acceptable.

It was also noted that some of the companies provided research and career opportunities for students and academics and that this also was a reason to remain invested unless the issue clearly breached the SRI criteria as set out above.

The WG decided that it was appropriate to explore further whether there are worthwhile and valid options that may represent a partial exclusion (in addition to the exclusions re UN conventions mentioned earlier) or whether the decision is a binary one. In response to this GUADC presented a refinement / an amended proposal (which is attached as an annex). In broad terms this proposal was to restrict exclusions to only those companies which had applied for an export licence from the UK government related to arms in the last seven years to countries deemed (by the UK government) to be at risk of human rights violations. This list of countries is approximately 30 strong in any given year.

The impact of this change (based on data from 2013 – 2015 only) would be to reduce the list of exclusions somewhat, from 27 companies to 19. The group of 19 includes well-known names such as BAE systems, Rolls Royce and Babcock. Inclusion of later years (for which data was not at time of consideration available) may increase the list of exclusions.

The WG considered this carefully and concluded that it represented a relatively small actual difference and indeed may still lead to the investment managers not investing at all (because they would not wish to be forced sellers if a company were to be added to the list of exclusions at a future date). The WG also concluded that this approach further emphasised that the key issue was around the approach to granting export licences and whether it was appropriate or not. The majority view of the group was that a company applying for or being granted an export licence did not meet the definitions necessary for exclusion as set out in the SRI policy was therefore not sufficient reason to exclude such a company from the University investment portfolio.

However, the WG considered that there was a valid issue in respect of the concern the GUADC had raised about the interaction of the UK government's approach to export licences for arms and its own categorisation of certain countries as more at risk of human rights violations which legitimately causes greater concern over the potential impact of any arms sales. The WG therefore recommends that the University of Glasgow write to the UK government to challenge the inconsistency between these two areas.

Impact on investment policy

The WG considered the potential impact on investment returns bearing in mind the obligation on the University to optimise returns for the benefit of future recipients of the various endowments. The impact on investments would only become a relevant factor if there was doubt as to whether or not the type of investment was consistent with the SRI policy.

The WG noted the importance of investment returns for the endowments (not least in the current circumstances with Coronavirus and the need for hardship payments) and that the proceeds supported individual students. To the extent that any restriction might impact this and also noting the market volatility the WG noted that independent of any other considerations this would not be the most appropriate time for further restrictions on the funds

Conclusion / Recommendation

Having carefully considered the issues the WG recommends that Court does not agree to the petition. The WG however recognises that important issues are raised in the petition and in the accompanying documentation from GUADC and proposes that Court approves two actions as follows:

1. A formal ban on investment in any company that contravenes international / UN treaties related to the arms trade where the UK is signatory to such treaties. This will cover both current treaties and any future ones. (The current treaties this would cover are set out in the main report).
2. The University of Glasgow to write to the UK government to challenge the inconsistency between their granting of export licences to firms where the destination countries are ones the government itself classes as being 'at risk' of human rights abuses.

This second action reflects the central point raised by the coalition. The WG concluded that the key actor that had most influence and control over the substantive issue was the UK government and that an appropriate response to that was therefore to directly address the issue with them.

One member of the WG (Scott Kirby) does did not support the recommendations to Court on the grounds that they do not go far enough.

Court is asked to approve these actions and to approve the WG recommendation that no further restriction is placed on investment policy.

Gavin Stewart

Chair

Defence Sector Investments Working Group

May 2020

Annex 1

University of Glasgow
Policy on Socially Responsible Investment (SRI) – July 2018

The University Court is committed to socially responsible investment and will, via its Investment Advisory Committee, actively encourage its fund managers to:

- (i) continue to commit to SRI within their investment policies; and
- (ii) continue to monitor the behaviour of companies regarding SRI

When a fund manager does not follow this line, the University will consider changing the manager at an appropriate point in time.

The University will continue to instruct its fund managers not to invest in the tobacco industry because of the harm smoking causes. Fund managers are also required to abide by the University's policy regarding investments in the oil and gas sectors which commits the University to progressively divest in these sectors by 2024. Fund managers are also required to take account of any serious breaches of international law committed by companies.

Fund managers are required to supply copies of their voting records in relation to companies they invest in.

Groups from within the University may make representations in respect of an investment or investments held by the University, where those groups have concerns. Representations should be made in writing to the University Secretary. Such representations will be considered on the following basis:

1. The key criteria against which specific cases would be considered would be (a) whether the issue raised was wholly contrary to the University's value systems either as reflected in the Mission Statement or the Strategic Plan; or (b) whether it raised wider issues of social, environmental and humanitarian concern.
2. Representations should be related to industries or specific companies whose activities or values appear – on the basis of clear evidence – to be so far removed from the University's core values as to give grounds for serious concern.
3. Cases would be considered by a Court group in the first instance. The group would comprise two lay members of Court, a Senate Assessor, an SRC representative from Court, the Director of Finance and the University Secretary. The group would take into account the current extent of the fund managers' engagement with the industry or company with respect to the concerns raised.
4. The group might recommend to the Court that it should disinvest in the company. The Investment Advisory Committee would be requested to make the financial consequences of such a decision clear to the group during the course of its deliberations.

Reports on the implementation of this policy will be submitted annually to the Finance Committee, which includes student representation (President of the Students Representative Council). In addition, the University will publish annually on its website a list of companies and other funds in which investments are held.

Annex 2

To the Glasgow University Defence Sector Investments Working Group,

We hope this letter finds you well.

The SRC President, Scott, has informed us that there have been several meetings of the Defence Sector Investments Working Group. We at the coalition are eager to reach a solution and are aware of the need for compromise on both sides in order to make this happen. We are also aware that a total rejection of our demands will inevitably lead to inflamed tensions and an escalation of actions on campus, a situation we would like to avoid. Therefore, we have devised a new definition which gives a more limited scope of companies for the University to divest from. In this letter we outline the new definition we propose. We have also supplied additional evidence as to the feasibility of our request with reference to the University of Reading's divestment programme, as well as emerging thinking on the profitability of ethical investment funds. Finally, we will make a plea for greater transparency of the entire process which, up to now, we feel has been somewhat opaque.

The Definition

Our new definition has two components. The first component retains our use of the annual Stockholm International Peace Research Institute (SIPRI) list of the top 100 arms companies in the world. SIPRI is a widely respected body and their annual list is held up as an international barometer to measure the size of arms companies. Furthermore, because the list is updated every year it remains relevant to the current global arms trade. The most recent list can be found here: <https://www.sipri.org/publications/2019/sipri-fact-sheets/sipri-top-100-arms-producing-and-military-services-companies-2018>.

The second component of this refined definition draws on the overlap between the arms export licenses granted by the UK government, and the government's own determination of countries that 'are at risk' of human rights violations. Our data on at risk countries is based on the Foreign and Commonwealth Office's (FCO) annual report on 'Human Rights Priority Countries'. This gives a list of around 30 countries that have a particularly poor human rights record. In order to ensure our definition remains relevant we stipulate that it should only include companies which in the past seven years have attained export licenses for countries that have appeared on the list in that year.

Freedom of Information (FOI) requests made to the Department of Business Innovation and Skills provide the information on companies that have received export licenses and the destination country that is being sold to. The original FOI responses are attached in appendix A, B and C. Unfortunately, the only data currently available is up to 2015.

Therefore, our definition can only encompass the years 2013-2015, given the seven year timeframe specified. This is not to say, however, that new data will not become available in the future that will allow for the list of companies included in the definition to be updated. We have then cross-referenced this export license list with the FCO countries of concern. This produces a list of companies with approved export licenses to countries that appear on the FCO report of that same year. Our research has unearthed a host of contradictions. For example, the FCO 2015 report lists South Sudan as a priority country describing the 'human rights situation in South Sudan' as having 'deteriorated further during 2015'. The report goes on to spell out the specific situation in South Sudan.

While a peace agreement was signed in August, serious human rights violations and abuses, and breaches of international humanitarian law continued to be recorded, the majority of which were reportedly committed by government-backed forces. Sexual violence remained a significant concern and was reported in areas previously unaffected by conflict in the south. Gang rapes coupled with beatings and abductions of women were reportedly perpetrated by government-backed forces. Despite international pressure, there was little or no follow-up on long-awaited government investigations into human rights violations and abuses. The rights of the child continued to be violated with reports indicating the use of child soldiers by both sides.¹

However, in that same year arms export licenses were also approved to South Sudan including the sale of: military combat vehicles, assault rifles, bombs and mortars.² This is just one of countless examples of the UK government and the arms companies themselves failing to do due diligence to ensure that weapons sold are not involved in human rights abuses. BAE systems, for example, has also beaten back suggestions of failures to perform due diligence on its sales to the Saudi coalition with claims that the onus was on the UK government to carry out screening, while the government passed the baton straight back to the companies whose licenses they approved: neither has shown any willingness to take responsibility over due diligence.

By combing the available data from the export licences and FCO reports with the current SIPRI top 100 list we have compiled a list of the world's biggest arms companies that within the past seven years, as far as we know, have also received UK export licenses to countries on the UK government human rights priority list in the corresponding year. The companies currently included in our definition are: Lockheed Martin Corp., Northrop Gunman Corp., Raytheon, General Dynamics Corp., BAE Systems, Airbus, Leonardo, Thales, United Technologies Corp., L3 Technologies, Honeywell International, Harris Corp, Rolls-Royce,

¹ Foreign & Commonwealth Office (2015) 'Human Rights & Democracy', *The 2015 Foreign & Commonwealth Office Report*.

² Campaign Against The Arms Trade 'UK export licenses approved for military goods to South Sudan during 2015', *Campaign Against The Arms Trade*. Available at: https://www.caat.org.uk/resources/export-licences/count-by-item?region=South+Sudan&date_from=2015&date_to=2015&status=approved. Accessed: 25/04/2020.

Textron, Elbit Systems, Safran, Babcock International Group, Rockwell Collins, KBR. This list is not fixed, rather it is the companies that fit into our definition based on available data at this moment in time. We recommend that the list is reassessed on annual basis with the production of the new SIPRI list, additions to the FCO's annual report, and any new public information about export licenses, to ensure that the definition is adhered to.

To summarise:

- We are asking that the University divest from all companies that have both appeared on the most recent version of the SIPRI top 100 list and have received UK export licenses to countries present on FCO's 'countries of concern' list in the same year that the export license was granted.
- Companies to be excluded from any portfolio arranged by fund managers must have received export licenses to 'countries of concern' within the last seven years from the year the decision to divest is taken.
- There are 19 companies in the University's portfolio currently included in this definition. They are, **Lockheed Martin Corp., Northrop Gunman Corp., Raytheon, General Dynamics Corp., BAE Systems, Airbus, Leonardo, Thales, United Technologies Corp., L3 Technologies, Honeywell International, Harris Corp, Rolls-Royce, Textron, Elbit Systems, Safran, Babcock International Group, Rockwell Collins, KBR.**
- The only information on companies who have received export licenses which is currently available is up to 2015. Therefore, given the seven year timeframe specified, the companies we have listed are based upon export licenses granted from 2013-2015 and the most recent SIPRI list.
- We ask that holdings in any companies are reviewed on an annual basis with the production of the new SIPRI list, the release of the FCO's annual report, and any new public information about export licenses, to ensure that the definition is adhered to.

Evidence To Support: The University of Reading and research by Tim Jackson

On February 4th 2020 the University of Reading pledged to divest fully from the arms trade within 3 months. This decision saw the appointment of fund managers Cazenove Capital, a part of Schrodgers, the firm already employed to oversee the University of Glasgow's endowment fund. The definition provided was to 'exclude any holdings in companies who produce armaments'. It is pertinent that this definition is much broader than the initial one supplied by the Glasgow coalition, which only accounts for 100 companies in the annual SIPRI list. The precedent set by the University of Reading in making such a commitment, and

promising to fulfil it in such a short timeframe should assuage any lingering concerns over the feasibility - logistical and financial - of such a manoeuvre by the University of Glasgow.

This decision was taken as 'part of Reading's aim to be one of the world's leading universities for climate action'; it is clear that Reading's governance has deemed their commitment to tackling the climate crisis and 'world leading research on climate change and sustainability' to be incompatible with investments in fossil fuels or 'companies who produce armaments'. The appointment of Cazenove Capital was reached through a process which required candidates to 'demonstrate the very highest levels of socially responsible investing, as well as show a profitable, innovative, and sustainable approach to stewarding the University's long-term endowment assets.' It seems neither difficult nor undesirable for the University of Glasgow, with a fund similar in size to the University of Reading's £120 million, and an extant relationship with Schroders, to carry out such an undertaking and realign our investment portfolio with our stated values, and those of the staff, students, and other stakeholders.³

The University of Reading's decision is also informed by the growing idea in investment finance that a fund with free rein is not inherently more profitable than those with constraints placed upon them. Economist Tim Jackson, writing in his 2016 *Prosperity Without Growth: Foundations for the Economics of Tomorrow* argues:

The most conventional response would suggest that [a sustainable portfolio's] potential is lower than the conventional portfolio. The reasoning here is very simple: by placing any constraint on the universe of investment you necessarily reduce the available returns. It seems logical that an unconstrained portfolio is more profitable than a constrained portfolio, so the argument goes, because investors are free to choose those investments with the highest returns. Elegant in principle, this simple formula turns out to be wrong in practice. The reasons are interesting. One suggestion is that unconstrained investment is insufficiently responsive to risk, so that future revenues are undermined by unforeseen environmental or social factors. In this case, constraints on investment can stimulate positive impacts in terms of return, against all conventional logic. This argument has drawn support from the debate over 'stranded assets'. The policy and economics risks associated with certain fossil fuel companies – particularly coal – are so high, argue proponents, that assets held in such companies are at risk of becoming worthless (or 'stranded') within the foreseeable future. Divesting such assets makes economic as well as ethical sense. Whatever the reason it is clear that there are some distinct advantages to a more active 'stewardship approach to investment. Some sustainable investment funds clearly outperform conventional funds. By taking better account of environmental and social risk, it appears to be entirely possible to

³ Please follow the link for the full Reading press release: <https://www.reading.ac.uk/news-and-events/releases/PR835333.aspx>

improve the returns on investment capital – at least at the margin under current conditions.

Divestment movements are growing across the United Kingdom and abroad, including major colleges in the US such as Harvard, while the notion of the profitability of responsible investment becomes harder for the world of finance to ignore. There is ample evidence and precedent to pursue divestment with vigour and to envision with it a brighter future.

Appeal For Greater Transparency

We would like a higher degree of transparency around the entire divestment process. Up until now, the working group's discussions have taken place behind closed doors. Our request to have members of the coalition present at the group's meetings was denied. Aside from one meeting, at which 4 members of the working group were present, there has been no opportunity for a conversation to take place. Scott has relayed that our goals are considered unclear. We believe this concern could be eased if there was greater dialogue between our members and yours.

We have three requests. Firstly, that the working group provides us with the minutes from their meetings. Secondly, we would like a list of the working group's membership. We are also concerned about the decision-making process surrounding appointments to the working group and wish to know how the makeup of the group was determined. Finally, we ask that this letter be included in the papers for the next meeting of the working group, and its contents discussed openly. Transparency is a word which has come up consistently in our conversations with students and staff. There is a strong sentiment that a university one can pride itself on attending, is a university which does not operate solely behind closed doors. To do otherwise excludes the possibility for scrutiny, as well as encouraging distrust in the decision-making processes.

We hope you are well and staying safe in trying times for us all. Please do contact us if you need any further clarification on the contents of this letter.

Our regards,

Glasgow University Arms Divestment Coalition

To the Glasgow University Defence Sector Investments Working Group,

We hope this letter finds you well.

The SRC President, Scott, has informed us that there have been several meetings of the Defence Sector Investments Working Group. We at the coalition are eager to reach a solution and are aware of the need for compromise on both sides in order to make this happen. We are also aware that a total rejection of our demands will inevitably lead to inflamed tensions and an escalation of actions on campus, a situation we would like to avoid. Therefore, we have devised a new definition which gives a more limited scope of companies for the University to divest from. In this letter we outline the new definition we propose. We have also supplied additional evidence as to the feasibility of our request with reference to the University of Reading's divestment programme, as well as emerging thinking on the profitability of ethical investment funds. Finally, we will make a plea for greater transparency of the entire process which, up to now, we feel has been somewhat opaque.

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We hope you are well and staying safe in trying times for us all. Please do contact us if you need any further clarification on the contents of this letter.

Our regards,

Glasgow University Arms Divestment Coalition

Appendix

Appendix A



Department
for Business
Innovation & Skills

Export Control Organisation
Department for Business, Innovation &
Skills
1 Victoria Street
London
SW1H 0ET

foicast@oro.uk

T +44 (0)20 7215 5000 - Public enquiries
+44 (0)20 7215 6740 - Textphone (for
those with hearing impairment)
E foi.requests@bis.csi.gov.uk

www.gov.uk/bis

Our ref: FOI2016/00457

08 February 2016

Dear [REDACTED],

Thank you for your email of 8 January 2016 where you requested the following information:

"I would like to request a list of the names of all companies that applied for licences for the export of equipment with Military List ratings during 2015. I would like the list to be broken down by destination country and Military List rating.

The request is as for FoI 2015/18072 and I would appreciate a response in the same format, i.e. a spreadsheet with three columns - one for company name, one for destination country, and a third for the Military List rating."

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

I can confirm that the Department holds the information you have requested. The information is attached at Annex A.

Please note that some licence applications were submitted by private individuals, foreign embassies, universities and non-governmental organisations (NGOs). To the extent that your request is about 'companies' only, information about these applications have not been included.

Appeals procedure


If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original request and should be addressed to the Information Rights Unit:

Appendix B



Department
for Business
Innovation & Skills

Export Control Organisation
Department for Business, Innovation &
Skills
1 Victoria Street
London
SW1H 0ET


[@caasi.org.uk](mailto:caasi@caasi.org.uk)

T +44 (0)20 7215 5000 - Public enquiries
+44 (0)20 7215 6740 - Textphone (for
those with hearing impairment)
E foi.requests@bis.osi.gov.uk
www.gov.uk/bis

Our ref: FOI2015/18072

18 November 2015

Dear ,

Thank you for your email of 27 August 2015 where you requested the following information:

"I would like to request a list of the names of all companies that applied for licences for the export of equipment with Military List ratings during 2014. I would like the list to be broken down by destination country and Military List rating.

The request is as for FoI 2014/23719 and I would appreciate a response in the same format, i.e. a spreadsheet with three columns - one for company name, one for destination country, and a third for the Military List rating."

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

I can confirm that the Department holds the information you have requested. The information that can be released is attached at Annex A.

Please note that some licence applications were submitted by private individuals, foreign embassies, universities and non-governmental organisations (NGOs). To the extent that your request is about 'companies' only, information about these applications have not been included.

Appeals procedure

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original request and should be addressed to the Information Rights Unit:

Appendix C



Department
for Business
Innovation & Skills

Export Control Organisation
3rd Floor
1 Victoria Street
London
SW1H 0ET

██████████
██████████@caat.org.uk

T ██████████
E ██████████@bis.gsi.gov.uk

www.bis.gov.uk
Fol: 2014/23719

Date: 5 February 2015

Dear ██████████

Thank you for your email of 23 October 2014 in which you requested the following information (I quote):

1. I would like to request a list of the names of all companies that applied for licences for the export of equipment with Military List ratings during 2013. I would like the list to be broken down by destination country and Military List rating.

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

I can confirm that the Department holds the information you have requested. The information that can be released is attached at Annex A.

The remaining information (the names of companies that applied for licences to export equipment with Military List ratings to Israel during 2013, to the extent that these names have not been disclosed previously under the Act and are therefore not in the public domain) is exempt from disclosure by virtue of sections 41(1) (information provided in confidence) and 38 (Health & Safety) of the Act. An explanation of how these exemptions apply to this information follows:

Section 41(1) applies to information provided to the Department, disclosure of which would constitute a breach of confidence over which a person could take legal action. We consider that full disclosure in this instance would result in an actionable breach of confidence as there is a strong public interest in protecting that confidence and there are no public interest considerations in relation to this information requiring us to set the duty of confidentiality aside.

Section 38 applies because we consider that disclosure of information about companies that have been granted licences to export arms to Israel, where these names have not been

Emailed – 15 June 2020

Dear Kenneth Calman,

I am writing to you as you are a member of the University of Glasgow Court. I am writing this email to express my disappointment at the possibility that Court may decide not to divest from the arms trade.

I believe that all universities, and certainly those who boast the title of ‘world changers’, must realise their wider societal and cultural influence. You are the educators of the next generation of minds, and it is your duty to set an example to your students, and to other institutions, about ethical investment.

It is also important to me, as an active member of the University of Glasgow community, that my voice is heard. I wish to attend a university which values my opinion, and does not ignore what its students and faculty want.

I understand that the profits made from Glasgow’s investments go towards helping students who do not have sufficient funds to attend university otherwise. I think it is excellent that you provide this aid to your students, however, I do not think that welcoming students from diverse backgrounds should be reliant on unethical investment.

The immorality of the arms trade is irrefutable, and the University’s involvement in it is a stain on the reputation of the institution and all those associated with it. Research provided to the Defence Sector Working Group by the Glasgow University Arms Divestment Coalition has not only made it undeniably clear that the companies invested in actively proliferate arms used for violent ends, but also that it is possible for you to invest and profit ethically. You only need to look at some of the other UK universities to see that it is an achievable goal, and one that has benefited their reputation greatly.

I hope that when you read this email you genuinely stop and consider the value of listening to my opinion. A university is nothing without its students and staff, and the weight of their voice should take precedence over the personal views of governance.

Please, on June 23, take the position of the greater University community to heart and vote in favor of divesting from the arms trade.

All the best,
Frida Skillemar

Information Policy and Strategy Committee (IPSC)

Background

Court approved the remit and membership of IPSC at its April meeting. Since then, work has continued to identify appropriate co-opted external representation on the Committee to ensure it can draw on the best possible expertise in its decision making. The Convenor of IPSC is particularly grateful to Gavin Stewart for his support with this process.

Two nominations have now been submitted to Nominations Committee, both of which offer different skills and experience to support the University. Regardless of the outcome of these nominations, the process has highlighted the value of having the input of more than one co-opted member. For this reason, and to bring IPSC into better alignment with other committees of Court, the Convenor of IPSC requests that Court approves an amendment to the membership of IPSC to have two co-opted external members rather than one.

The Convenor of IPSC also notes that there remains an outstanding action to consider renaming the committee, a proposal on this will be brought to Court at the start of next session.

Convener of Court

Summary of Business – 16 April 2020 to 23 June 2020

Date	Meeting	Location
29 April 2020	Committee of University Chairs	Virtual Meeting
1 May 2020	Phone call: Professor Andrea Nolan (Convener Universities Scotland)	Phone call
5 May 2020	Meeting with Mike Cantlay and Martin Fairbairn, Scottish Funding Council	Virtual Meeting
	Update with The Principal	Phone call
6 May 2020	Committee of Scottish Chairs: Pre meeting	Virtual Meeting
	Committee of Scottish Chairs, Scottish Funding Council and Richard Lochhead MSP	Virtual Meeting
	Committee of Scottish Chairs: De brief	Virtual Meeting
7 May 2020	Committee of University Chairs Executive Meeting	Virtual Meeting
13 May 2020	Briefing by William Dowson, Bank of England Agent for Scotland	Virtual Meeting
15 May 2020	Scotland Advance HE Governance Symposium – run through	Virtual Meeting
22 May 2020	Keynote speech for the Scotland Advance HE Governance Symposium	Virtual Meeting
27 May 2020	Additional Finance Committee Meeting	Virtual Meeting
29 May 2020	Meeting with Ian Campbell, Director of Estates	Virtual Meeting
	Finance Committee	Virtual Meeting
3 June 2020	Court Chairs/Officer's Meeting	Virtual Meeting
4 June 2020	Update with The Principal	Phone call
5 June 2020	US Governance Effectiveness Review Meeting with Committee of Scottish Chairs	Virtual Meeting
15 June 2020	Phone call: Professor Sally Mapstone, St Andrew's University (Vice-Convener Elect, Universities Scotland)	Phone call
16 June 2020	Committee of Scottish Chairs	Virtual Meeting
19 June 2020	Post-Covid-19 Strategy – Futures Workshop	Virtual Meeting
23 June 2020	Court Pre-Meeting	Virtual Meeting
	Court	Virtual Meeting

Communications and Public Affairs Report

The Communications and Public Affairs team was broken into separate units when lockdown was announced, recognising that our sole function in the immediate period would be to deliver highly targeted student and staff information. Most of the activities were focused on internal messaging, with social media and digital communications core to the plan. A separate report detailing our social media outputs is attached.

The public affairs arm of the directorate was tasked to work with key stakeholders, primarily the Scottish and UK Governments and in providing detailed updates on the political briefings. These began at the start of the lockdown and have continued on a daily basis. Our lobbying activities were initially focused on informing government, but latterly have moved to engagement on support packages and longer-term solutions for the sector.

Academic colleagues from the University were, and have been, at the forefront of research and other activities into C-19, including mapping the virus, running part of the vaccine trial and establishing one of three UK 'lighthouse testing laboratories'. These, and other success stories, have been reflected in extensive external communications that have profiled UofG in major news outlets from BBC to SKY news and every major print and online publication.

Our approach in communicating with the UofG community during the crisis was, as it always has been, predicated on being open, honest and transparent.

The initial core messages were very much top line - the move to online teaching; the decision to cancel physical graduations; confirmation that assessment would take place online and the eventual closure of campus. These were followed by a number of additional communications on safety, home-working, information on exams and assessment and guidance for both academic and university services colleagues. From late May 2020 we have begun to inform our audiences of the detailed planning that is being undertaken to allow a safe return to campus. Though for many colleagues working from home will remain the default position for many months.

Our student communications mirrored those of staff information. We sought to be proactive and honest, often working closely with the SRC and always using social media as part of the message matrix. The information was versioned for our international student community, especially our China audience.

At the start of lockdown the communications team created specific Coronavirus web pages, and populated these with a detailed FAQs section. This was updated, sometimes several times a day, as the crisis unfolded. The CV web pages have become the primary location for University information and advice. They were revised to include UofG Community pages, and then again refreshed (in June 2020) to include the University recovery masterplan.

Up to the first week in June 2020 the CV pages had received nearly 450,000 hits. The main [FAQ pages](#) registered 80,000 hits, reflecting the detail of more than 100 separate entries. Support was also given to further FAQ content across Estates, HR, External Relations, the Research Office and the four Colleges.

The [Team UofG Community](#) pages were launched, specifically for staff, in late April and have been visited over 40,000 times. The staff newsletter (MyGlasgow News), which had been paused at the start of lockdown, was re-launched at this time. The first edition achieved a view rate of 10,000, a third more than pre-pandemic.

In early June the team published a series of [five guides](#) on the COVID-19 recovery programme on the Team UofG Community webpages. They were viewed around 2,500 times on the first day and have continued to attract strong traffic.

A series of Q&A sessions with senior colleagues and the SRC were broadcast on social media and then housed on the main CV pages. The audience, and engagement, has been extremely high with tens of thousands of views. Our approach has been noted, and copied, by others within HE.

Weekly video messages with the Principal to both inform the wider UofG Community of what the University was doing, but also to thank

colleagues and students have been rolled out, again with many appreciative comments.

COVID-19 research has been the focus of the communications managers who work directly to MVLS since March. Colleagues who manage communications for the other colleges have also issued stories to the press, and all have been placed on a single [Coronavirus Research page](#) on the University website. This has provided a ‘rolling’ news story feed to reflect all COVID-related research and announcements. These have included:

- The Lighthouse Lab opening and milestones such as the 200,000 test attained
- Multiple top-level CVR initiatives, including the CVR-led research into the introduction of the virus into Scotland
- The UofG-led arm of the COVID-19 Vaccine trial
- COVID-19 government and funding body award announcements

Media coverage on the above includes:

- ITN News at 10, BBC Ten O’Clock News, BBC Online, Sky News, R4 Today, R4 Naked Scientist, Press Association, and coverage across all print and online media.

Social Media has also been used to maximum effect particularly in supporting C-19 research activities:

- Creating community and positivity with the #UofGHeroes recognising the efforts of frontline staff and scientists
- Sharing news and research developments (announcements, such as the vaccine trial, were viewed over 20,000 times)
- Working closely with UK Government communications partners to create unique content recognising Lighthouse Lab volunteers
- Feeding content into Universities UK hashtags such as #WeAreTogether and #UniSupport

Detailed statistical analysis on press output during the lockdown period will not be available until the end of June when we receive the next quarterly report from our media monitor provider. However, as noted

above, there has been extensive coverage of our external activities across all major UK outlets.

In June 2020 the CPA team was awarded a bronze in the CASE Global Circle of Excellence Awards for the promotion of research on the links between football and dementia. A joint submission with marketing colleagues for our #TeamUofG campaign received a silver award.

We were also delighted to have been shortlisted in two categories for the CIPR Excellence awards - one for media coverage of the football and dementia story; and the second for the reputational success of our historical slavery programme.

Court should note that from October 2020 the Communications and Social Media functions of the team will transfer to External Relations to be combined into a new Marketing and Communications Division. Public Affairs will move to the Principle's Office at the same time.

Peter Aitchison
Director, Communications and Public Affairs
12 June 2020



University
of Glasgow

COVID-19 SOCIAL MEDIA REPORT

January – June 2020





Introduction

This report highlights key Communications activity from January - June 2020. It begins with an overall summary of the engagement on our channels: we were pleased to be the best-performing institution in the UK HE sector on Twitter and second only to Oxford for Facebook. Considering Oxford have 4M followers compared to our 263k followers, it's clear we're punching above our weight in terms of social media.

We then present a timeline of key content we've created throughout the crisis, with some explanatory descriptions and select stats.

To quickly summarise our efforts since the COVID-19 outbreak, we have focused on:

- Timely informational posts to update our community as the situation unfolded, signposting people to the Coronavirus webpages and Help Desk where necessary. This has involved a lot of 'customer service' across all channels to answer questions and concerns from current and prospective students, staff, parents and alumni.
- Promoting UofG COVID-19 research and support of frontline NHS efforts.
- Celebrating and illustrating how our community adapted, facilitated and supported new ways of working and learning.
- Launched the #QuaranTeamUofG hashtag: a digital campaign to help staff and students feel connected while away from campus and physically distanced.
- Running regular Staff and Student Q&A sessions – both Live and pre-recorded - to identify staff and student concerns and help answer questions in a timely, transparent and human manner.
- Regular video updates from the Principal: providing key updates to our community from a visible, transparent and caring leader.
- Launched a new #TeamUofG Student Newsletter to help communicate further with our student community in addition to social media. The first edition had a 97% open rate.
- Use our network of experts to provide our community with short video messages containing valuable advice around various topics including mental health & well-being, health & fitness, parenting, and so on.
- Working with colleagues in External Relations to provide information to prospective students, parents and agents across the social channels, and support their marketing/conversion activity



University of Glasgow

UofG Social Media Portfolio

263k followers



151k followers



16k subscribers



28k followers



Twitter



Facebook



Instagram



LinkedIn



Tik Tok



YouTube



Weibo



WeChat



Amplify

105k followers



72k followers



11k followers



36k followers



59 advocates



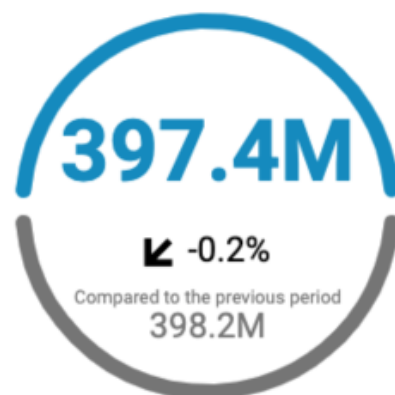
Performance Overview

Mentions



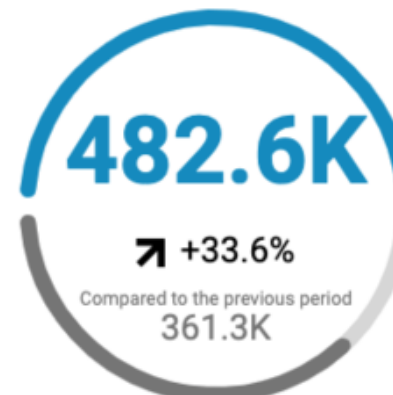
Any content or post mentioning or directly tagging UofG during the selected period.

Potential Reach



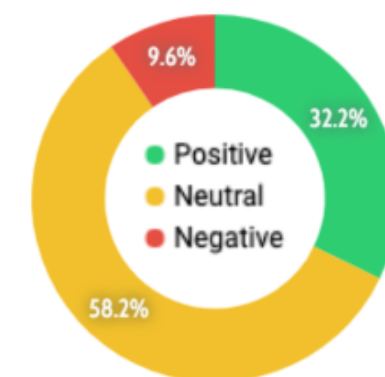
Number of users potentially reached by content from UofG-owned channels.

Engagement



Any direct engagement by a user with UofG-owned content (like, comment, share, retweet, reply, react, mention, etc).

Sentiment

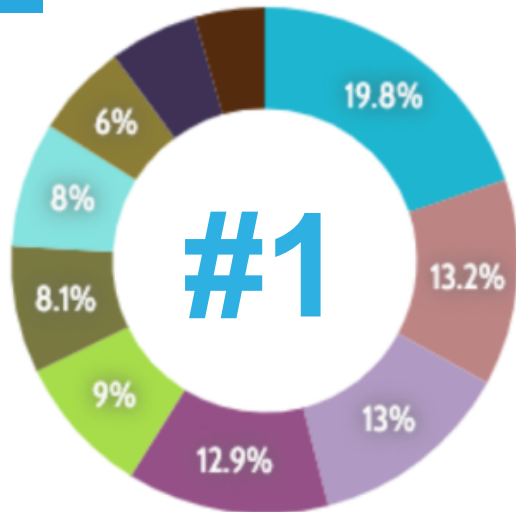


Positive, negative or neutral sentiment of all content during the selected period.

Share of HESM Profile



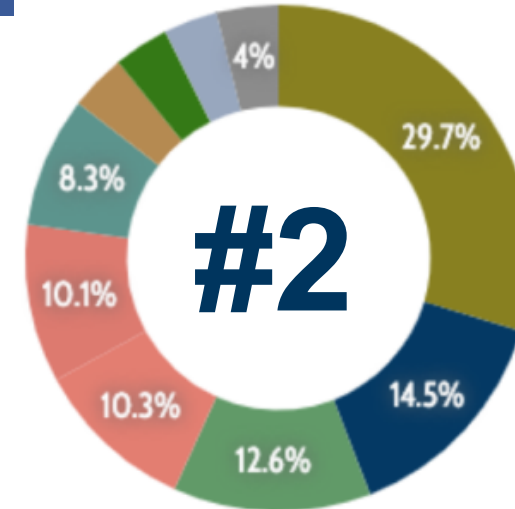
HE Sector Twitter Share



- ↗ 20.2% UofG Twitter
- ↗ 11.1% Uni of Birmingham
- ↗ 12.1% Uni of Nottingham
- ↘ 27.8% The University of Sheffi
- ↘ 51.9% Warwick University
- ↗ 46.3% Cardiff University
- ↗ 2.5% University of Leeds
- ↘ 13.6% King's College London
- ↘ 13.5% Bristol University
- ↘ 21.1% The University of Edinbu



HE Sector Facebook Share



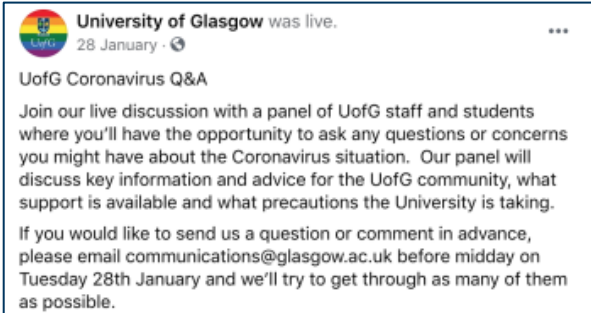
- ↗ 52.8% Oxford FB
- ↗ 56.9% UofG Facebook
- ↘ 10.2% Open University
- ↗ 39.3% Birmingham FB
- ↘ 17.1% Cambridge FB
- ↗ 63.5% LSE FB
- ↗ 11% Edinburgh FB
- ↗ 42.9% UCL FB
- ↗ 10.3% Manchester Uni FB
- ↗ 14.7% Other

UofG Social Media Timeline

In January 2020 the COVID-19 pandemic began. This is a timeline of our main digital activity.

Please note:  denotes clickable hyperlink

Coronavirus Facebook Live Q&A



University of Glasgow was live.
28 January · 🌐

UofG Coronavirus Q&A

Join our live discussion with a panel of UofG staff and students where you'll have the opportunity to ask any questions or concerns you might have about the Coronavirus situation. Our panel will discuss key information and advice for the UofG community, what support is available and what precautions the University is taking.

If you would like to send us a question or comment in advance, please email communications@glasgow.ac.uk before midday on Tuesday 28th January and we'll try to get through as many of them as possible.



28 January

With concern growing rapidly, particularly among UofG's international population with family and friends in China, the University holds an interactive Q&A session streamed live on Facebook. The panel included senior staff, a virology expert and student body representatives.

 78k people reached
31k video views
10k engagements

22 January

..... First post on Chinese social media about COVID-19



英国格拉斯哥大学 🇬🇧
1-22 11:20 来自 格拉斯哥大学超话

📍格拉斯哥大学

关于新型肺炎防治以及近期有计划回国的同学和职员，请大家详细阅读学校发送的邮件。

同时在关键时期，做到不造谣不信谣不传谣。有特殊情况请及时向学校汇报，并寻求 GP 的帮助。

一些有用的链接👉

GP

① [网页链接](#)

旅行建议

① [网页链接](#)

② [网页链接](#)

#武汉加油#

Coronavirus outbreak in China

IC Internal Communications 上午 10:33

Colleagues and students who are planning to travel to China are asked to pay close attention to the advice being given on the Coronavirus outbreak. This virus can cause respiratory illness.

This first post on Weibo sought to highlight a recent email from the University and to allay fears and speculation within our Chinese community.

31 January

First two cases in the UK confirmed

Principal's handwritten message to Chinese community 8 February

英国格拉斯哥大学
2-8 11:54 来自 格拉斯哥大学超话 已编辑

格拉斯哥大学
校长 Sir Anton Muscatelli 致全校的一封公开信: 校长 Sir Anton Muscatelli 致全校的一封公开信 | Team UofG

以及校长手写的从格拉寄往中国的祝福 #手写加油接力# 欢迎大家继续接力, 一起送上祝福!

另祝大家元宵节快乐! 心在一起, 便是团圆 #元宵节快乐#

官方微信公众号: UniversityofGlasgow 英国·University of Glasgow



Achieving 27k views, 541 forwards and 41 comments on WeChat, Anton's letter and handwritten note of support to the Chinese community became the top performing post on Chinese social media compared to similar posts from other universities. It received the highest number of forwards among our COVID-19 posts on WeChat.



1 March

First case in Scotland confirmed


3 March

CVR sequence first Scottish case

Scientists at the CVR sequence the virus genome from Scotland's first COVID-19 case. In less than 24hrs researchers were able to share the data worldwide - a crucial process in informing vital research throughout the pandemic

University of Glasgow @UofGlasgow

Scientists from our @CVRinfo have sequenced the #SARS_COV_2 virus from Scotland's first #Covid_19 case. Speedy sequencing of this new virus is crucial to understanding its origin, and also with informing vital research #WorldChangingGlasgow #coronavirus #COVID19



UofG MVLS and 6 others

8:34 PM · Mar 3, 2020 · Twitter for iPhone

75 Retweets 217 Likes

6 March

UofG alumna hits the headlines



UofG alumna Dr Kate Broderick captures media attention for her work on a potential COVID-19 vaccine with California-based biotech company Inovio.

11 March

WHO declares a pandemic

12 March

First use of COVID-19 update graphics

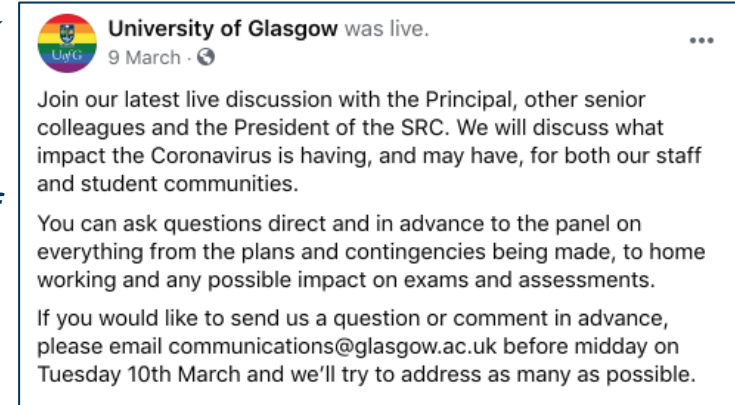


Bold branded graphics with clear headings were used across all social media platforms. The design remained consistent to allow followers to quickly identify important announcements. Dates were used where relevant to ensure followers knew how up-to-date each post was.

9 March

Coronavirus Facebook Live Q&A #2

We ran a second Facebook Live with a new panel as the COVID situation was developing quickly and to keep students and staff informed and updated with what the University was doing to support them.



78k people reached
31k video views
10k engagements

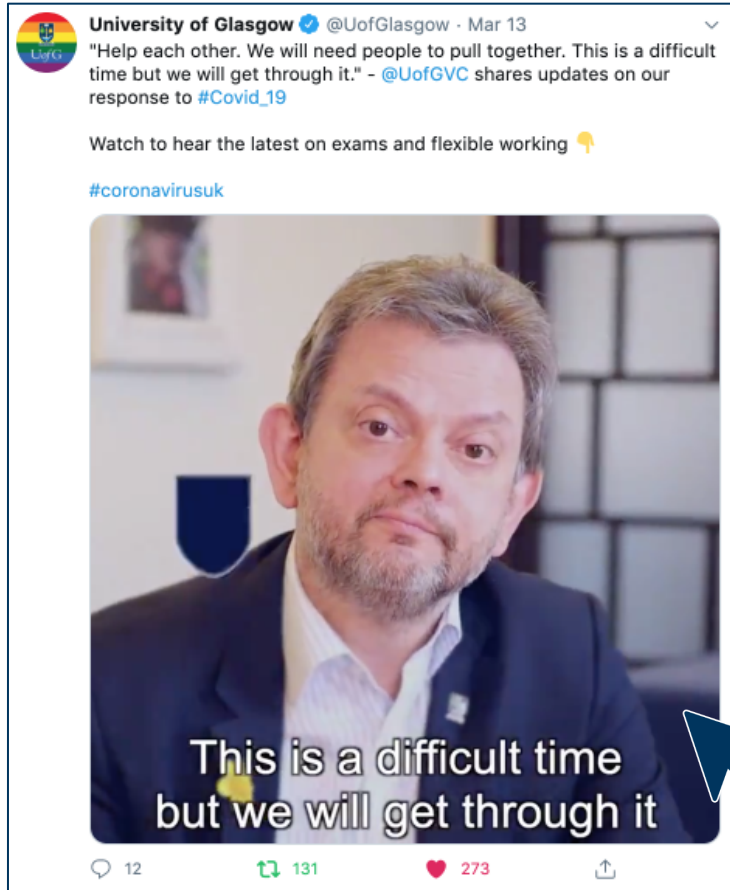


13 March

First confirmed death of a patient in Scotland

13 March

First video update from the Principal



The first of a continuing series of short video updates from the Principal whereby Anton addresses the main issues affecting the University and our community. In this first message, Anton confirms that there will be no on-campus exams in the Spring diet, touches upon building closures, wider policies affecting students and encourages the community to work together in this crisis.

14 March

..... First 3 cases confirmed in UofG community



16 March

..... Face-to-face teaching stopped



SRC launch #ViralKindness campaign

16 March

University of Glasgow @UofGlasgow

So proud of our students ❤️ #TeamUofG #coronavirus

Glasgow Uni students offer to help vulnerable amid coronavirus outbreak
The uni's Students' Representative Council (SRC) volunteer team have developed a postcard which students can print off and post to people ...
glasgowlive.co.uk

9:08 PM · Mar 16, 2020 · Twitter for Android

65 Retweets 285 Likes

18 March

#QuaranTeamUofG hashtag established

As social distancing measures ramped up and the UK headed towards lockdown, it was clear we'd need to actively foster a sense of community online. The solution was #QuaranTeamUofG. A riff on the existing #TeamUofG, this hashtag caught on quickly, which has led to 3k uses so far, 118k engagements and a potential reach of 22M to date.

Emma Gilmartin @embrooksy8 · Mar 18

While we're physically distant we'll use #QuaranTeamUofG to keep #TeamUofG feeling connected. You can share:

- of your pets or home offices
- tips to create routine
- tips to adapt to online working
- tips to keep sane!
- anything else!

#hesm #workingfromhome

University of Glasgow

#QuaranTeamUofG

11 29 133

18 March

Principal's update #2

Level 1 & 2 exams cancelled

19 March

University of Glasgow @UofGlasgow · Mar 19

#COVID19 UPDATE: EXAMS - We've taken the difficult decision that the majority of 1st and 2nd year students will not be examined in the forthcoming diet. There will be a very small number of exceptions typically in programmes with external professional accreditation. 1/2

University of Glasgow

COVID-19 UPDATE
Assessment & Exams
Thurs 19 March

4 71 150

University of Glasgow @UofGlasgow · Mar 18

"I'm extremely grateful to all my colleagues for everything they've done & are continuing to do to deal with this crisis. This is an emergency but we will get through it, if we work together" - @UofGVC explains our most recent response to #COVID19 & what this means for UofG

Prof Sir Anton Muscatelli
Principal & Vice-Chancellor

by setting up an SMG
Risk Mitigation Group

3 52 219

Principal Update: Summer Graduations Cancelled 20 March

University of Glasgow @UofGlasgow

We've had to make a lot of difficult decisions but this one has been particularly hard. We will not hold graduation ceremonies this summer 💔
 Watch @UofGVC talk about this & how we'll organise days of celebration on campus for the achievements of our graduates when we can.
 1/3



Prof Sir Anton Muscatelli
 Principal & Vice-Chancellor

Commemoration Day and, more importantly for our

10:22 AM · Mar 20, 2020 · Twitter Web App

141 Retweets 229 Likes

University of Glasgow @UofGlasgow

Just to reassure our community following earlier posts re graduations: the postponed celebrations WILL include gowns, individual celebration with the Senior officer present, photos & reception like usual graduations. The timing etc will be confirmed later. Hope this helps clarify.

20 March

UofG offers free online courses

University of Glasgow @UofGlasgow

To support learners across the globe 🌍 during #COVID19 we will be opening 20 FREE online courses on #FutureLearn across a range of subject areas 📖

Find out more ➡ ow.ly/XrD350yQbVK

#TeamUofG 🍷



Starting Monday 23rd March, the University of Glasgow will offer 20 free online courses on FutureLearn.

8:43 AM · Mar 20, 2020 · Twitter Ads

256 Retweets 347 Likes



UofG Library and other buildings close 23 March (am)

We received lots of traffic and questions to our social media channels - manned 24/7 and over weekends by the Social Media team

23 March (pm)

UK Prime Minister Boris Johnson announces Lockdown


23 March
CVR included in COVID-19 Genomics UK Consortium

University of Glasgow
151,471 followers
2mo · 🌐

Incredibly proud that the University of Glasgow's Centre for Virus Research has been named as one of 13 key centres in a pan-UK alliance of scientists, working on #COVID19 whole genome sequencing.

Read more: <http://ow.ly/NYq8102d5oD>

#unisupport #WorldChangingGlasgow #TeamUofG



University of Glasgow
@UofGlasgow

So grateful to our colleagues in @CVRinfo - one of 2 Scottish centres in the UK consortium sequencing #SARSCoV2 from confirmed #COVID-19 patients

@emcat1 & @CVR_Genomics team were on @itvnews tonight talking to Science Editor @TomClarke_JTV about their vital work. #unisupport



Dr EMMA THOMSON
University of Glasgow

UofG MVLS and 5 others


10:57 PM · Mar 23, 2020 · Twitter for Android

39 Retweets 153 Likes

25 March

University of Glasgow ✓
25 March · 🌐

Our University flag will be flying high until we are all back together again. We miss everyone ❤️ Stay safe and well. We'll get through this together #TeamUofG ❤️




41,111 People reached 3,168 Engagements Boost Post

👍❤️😔 1.6K 34 comments 79 shares

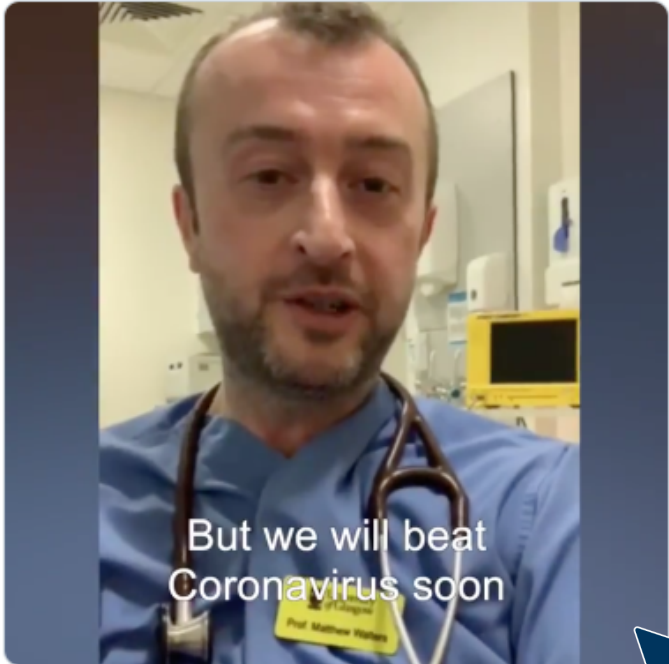
26 March

Clap for Carers begins (every Thursday at 8pm)

Message to students from Head of Medicine..... 26 March

 University of Glasgow @UofGlasgow

The #TeamUofG family join together tonight to support the incredible #NHS staff working to combat #COVID19. Including our UofG colleagues on the frontline. Head of @UofGMedicine Matthew Walters shares this message to our students.
#clapforourcarers 🙌 #NHSheroes #UofGHeroes 🙏



But we will beat Coronavirus soon


7:50 PM · Mar 26, 2020 · Twitter Ads

84 Retweets 322 Likes

timed to go out to coincide with the first 'clap for carers'

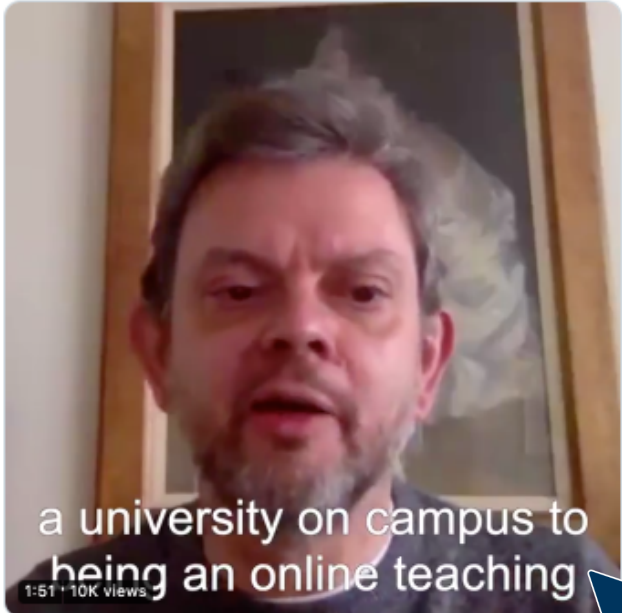
27 March

Principal update

 University of Glasgow @UofGlasgow · Mar 27

'This University has faced many challenges in its 570 year history & this is one we'll get through. We're going to get through this because we are a community'

Watch @UofGVC's latest update on #COVID19. Huge thanks to our staff & students for all you are doing 🙌❤️#TeamUofG



a university on campus to being an online teaching

1:51 · 10K views

6 69 280

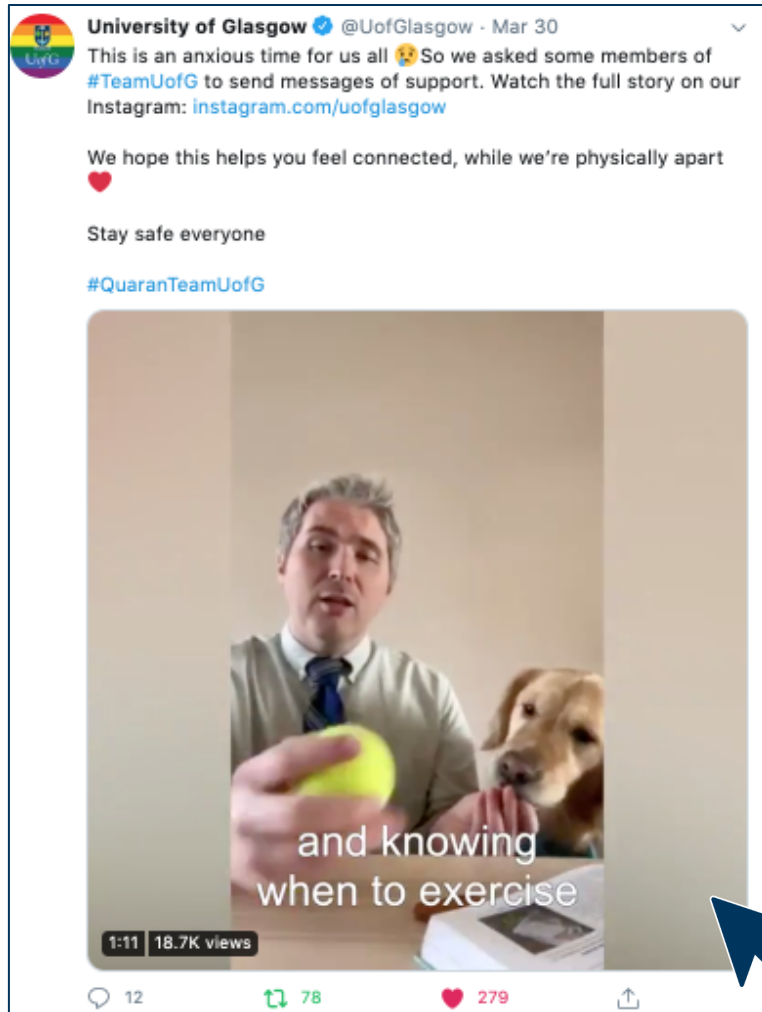
30 March

UKRI 'Coronavirus: the Science Explained' Website launched



30 March

First #QuaranTeamUofG video



People are at the heart of our community. We asked staff and students from across UofG to send in video messages of support to the community to help everyone feel connected. As part of our #QuaranTeamUofG campaign. This was retweeted by Phil Baty from THE as example of an excellent engagement campaign.

30 March

.....CVR & Dundee Uni partnership announced



31 March

..... Sleep advice from Dr Maria Gardani

One of a series of videos collaborating with the University's many experts, showcasing research and expertise while providing useful information for both our community and the general public alike.



Emergency Financial Support for Students

1 April

2 April

Major COVID-19 Testing Centre announced

This announcement was our top performing COVID-related posts on Twitter, Facebook and LinkedIn for the entire period and was highlighted by the First Minister on Twitter.

Exam timetable published

2 April





Principal update

3 April



 125k impressions
74k video views
7.4k engagements

 192k people reached
23k engagements

 149k reach
3k engagements

7 April

World Health Day COVID-19 roundup thread

 **University of Glasgow** @UofGlasgow

This #WorldHealthDay we want to recognise & celebrate the many UofG staff & students working round the clock in the fight against #COVID19

Follow the thread for a quick recap of the UofG response so far

#WeAreTogether #UniSupport #UofGHeroes #TeamUofG



UofG MVLS and 9 others

8:38 AM · Apr 7, 2020 · Twitter Web App

55 Retweets 180 Likes

7-8 April

Virtual Offer Holders' Day

 **University of Glasgow** 7 April

A very warm #TeamUofG welcome to everyone joining our first virtual Offer Holders event today!

We might not be able to welcome you onto campus, but #TeamUofG is still connected and there's lots to get involved with glasgow.ac.uk/ohd

Today we're focusing on our Colleges of Science & Engineering and Medical, Veterinary & Life Sciences, and tomorrow will be all about our Colleges of Arts and Social Sciences #HelloUofG



30,813 People reached 1,331 Engagements

374 15 comments 33 shares

We have needed to adapt our working style while being away from campus. In this video to welcome prospective students to our virtual Offer Holders' Day event. Anton filmed himself from home and we edited, using previously filmed footage of campus to make it look professional for our offer holders and their parents.

8 April

Mental Health advice from Prof Dan Smith

University of Glasgow
8 April · 🌐

Our Professor of Psychiatry Daniel Smith shares his advice for managing your #mentalhealth during this difficult time:

- ❤️ Be kind to yourself & others
- 🙏 Tolerate uncertainty
- 🕒 Remember this will pass

#QuaranTeamUofG #COVID19



and to manage our anxiety

67,913 People reached 4,487 Engagements Boost Post

👍❤️ 623 37 comments 348 shares

Another example of content created by tapping into our community of experts to provide mental health and well-being advice.

9 April

Major COVID-19 Mental Health study announced

University of Glasgow
@UofGlasgow

NEW UofG will lead a new study, in partnership with @samaritans & @SAMHtweets, into the #mentalhealth effects of the #COVID19 pandemic in adults in the UK. Study lead, Prof Rory O'Connor @suicideresearch explains more. @UofGMVLS

Read more ➔ ow.ly/NXY330qwvg3



We plan to track the mental health & well-being

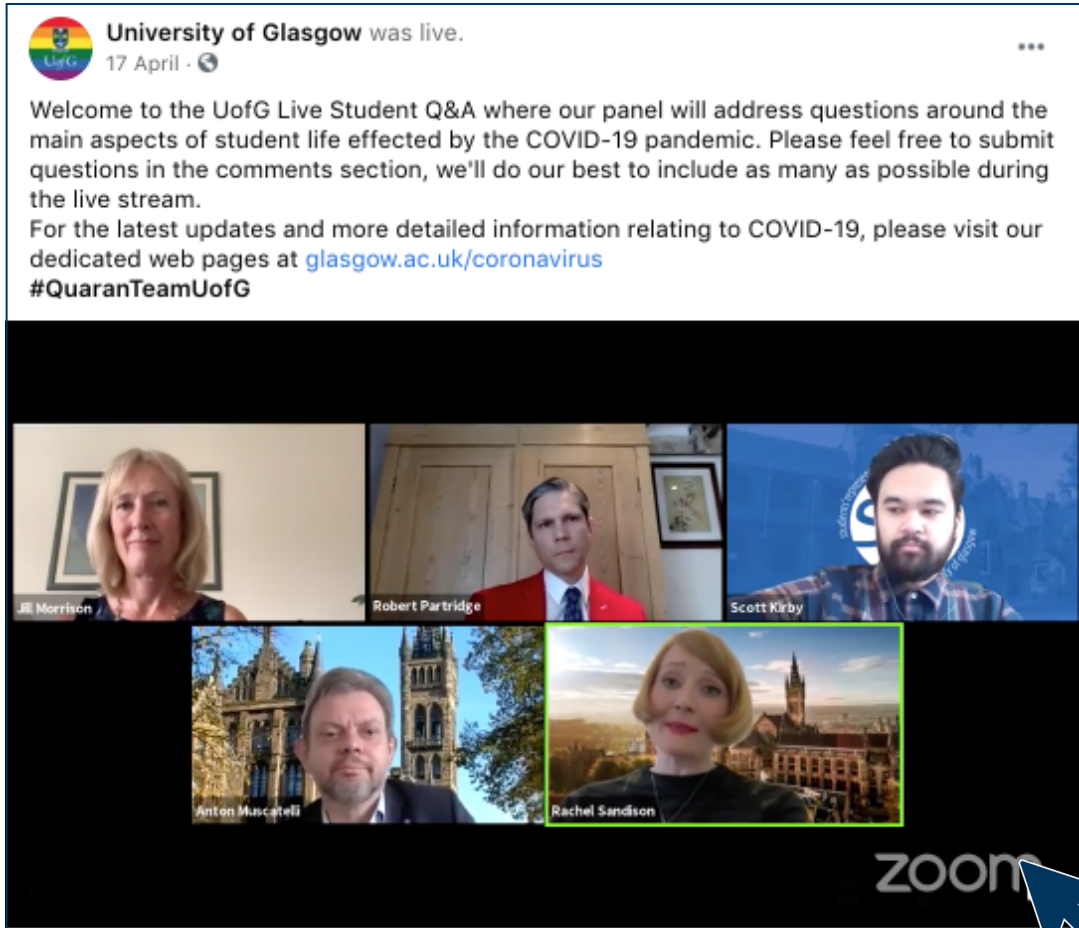
1:31 6.2K views

8:54 AM · Apr 9, 2020 · Twitter Ads

44 Retweets 106 Likes

Interactive student Q&A on Facebook Live

17 April



We moved to Zoom to film Q&A's during lockdown, streamed to an audience via Facebook Live. These were to continue to address concerns of current students.



284k people reached
174k video views
13k engagements

16 April

UofG Med students virtual valediction



18 April

Professor Jane Duckett to study China's coronavirus containment



19 April



We used the user-generated photos of campus to keep people connected with it while we are away. People tagged us in photos on their daily exercise so was lovely to share beautiful photos of campus, which people were missing.

Juggling work & parenting advice from Maria Fletcher 20 April

University of Glasgow @UofGlasgow

Great message from UofG's @MariaFletcher77 as she juggles her work for @UofGLaw & looking after her lovely kids 🧑🏻👧👦

Shout out to everyone juggling work & study with parenting and caring responsibilities 🧑🏻👧👦 It's really challenging. We see you, we appreciate you ❤️

#QuaranTeamUofG



5.9K views 0:25 / 0:35

12:05 PM · Apr 20, 2020 · Twitter Ads

26 Retweets 228 Likes

It has been incredibly important to us that we recognise that colleagues and students working from home were juggling caring responsibilities. This was one of the ways we used social media content to celebrate our carers.


20 April #QuaranTeamUofG video #2

University of Glasgow 20 April

Hope everyone is safe & well ❤️ We're sharing a few more messages from our #TeamUofG community to help us keep us connected while we are apart. And this time, there are cats! 🐱

Watch all the videos on our Instagram Story [instagram.com/uofglasgow](https://www.instagram.com/uofglasgow)

#QuaranTeamUofG #WeAreTogether



24,702 People reached 914 Engagements

187 1 comment 12 shares

After the success of the first #QuaranTeamUofG video we wanted to include more of TeamUofG sending supportive messages to their colleagues and students. We have plans for a graduation edition. This was important for our staff and current students, as well as showing a caring community to our prospective students and offer holders.

Lighthouse Labs COVID19 testing center operational..... 22 April



Lighthouse Lab volunteer Dr Jodie Hay was the first of the testing centre case studies we presented on social media. The video is very touching and emotional as Jodie tells us it means a lot for her to help the NHS as her own mother is a frontline worker. The UK Government used the video on their own social media channels.

24 April Principal update 

24 April Chinese student vlog on life under lockdown in Glasgow



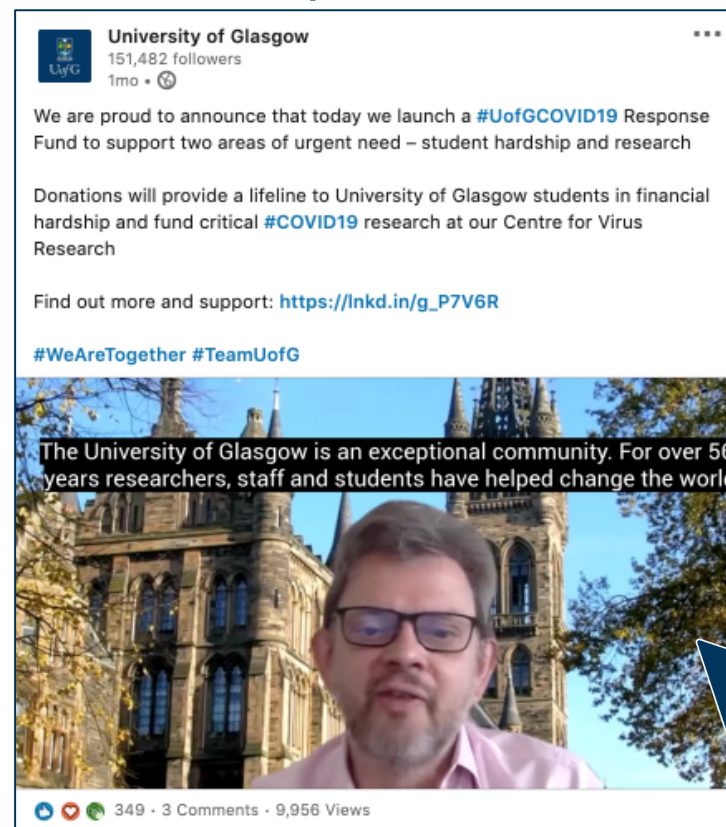
Exams begin

27 April



28 April

COVID-19 Response Fund launched



ScotGov award over £1m to UofG COVID research

29 April



Launched to support COVID-19 research and student hardship, the UofG COVID Response Fund has now raised over £500k from over 600 supporters worldwide so far.

30 April

Staff Q&A panel



Much like the earlier Q&A sessions aimed at students, a panel was assembled to answer questions to reassure the University's staff at this worrying and challenging time. Rather than broadcasting to an audience on Facebook Live and taking questions there and then, questions were gathered in advance on more internal matters, sorted into key areas and worked through methodically to maximise the use of time and resources.

*Embedded on key the Coronavirus information webpages and distributed via internal emails, the video has gone on to garner **13k impressions and 3.6k views** so far.*

1 May

Principal update



2 May

Rachel Sandison message to Chinese community

英国格拉斯哥大学
5-2 12:15 来自 格拉斯哥大学超话

格拉斯哥大学
正如副校长 Rachel Sandison 在视频中所传达的，格拉斯哥大学始终高度重视着学生的健康安全与切身利益。

对在读学生，我们积极行动 - 期末考试转移至线上，建立校内交流社区网络，所有服务持续提供支持，与政府保持紧密联系以最快出台新政策.....

对新生，我们与你共克时艰 - 押金延期，语言课转移至线上，收集大家的意见，扩大可接受的语言考试种类.....

现今，考虑到因为疫情大家面临的困难，我们很高兴地宣布，语言课将会给予 20% 的折扣，该信息已在官网做出更新 [网页链接](#)

“值此艰难时刻，格拉斯哥大学将会竭尽所能为我们的在读学生和新生提供支持，因为我们是一个大家庭。” [英国·University of Glasgow](#) [英国格拉斯哥大学的微博视频](#)

Rachel Sandison
VP for External Relations
2万次播放 你好 5:55

4 May

Chinese UofG alumni raise funds for Wuhan

英国格拉斯哥大学
5-4 13:27 来自 格拉斯哥大学超话

格拉斯哥大学#五四青年节,致敬青春#

1919年, 格拉斯哥大学校友丁文江, 作为参加“巴黎和会”的中国代表, 与梁启超一同通报和会消息, 成为引爆五四运动的导火索。在用自己的行动唤醒中国;



一百多年后的今天, 在全人类共同的挑战、困难面前, 吾辈格大青年不忘肩上责任, 众志成城地聚在一起, 向雷神山医院及其他湖北十一家医院捐助了多批医疗物资, 砥砺前行。

#有幸遇见这样的你们#

分享来自格大广州公众号的一篇文章: [五四特辑 | 格大青年始终不负肩上责任 砥砺前行](#) 英国·University of Glasgow

4 May

School of Engineering manufacture PPE

University of Glasgow
4 May · 🌐

To help protect frontline staff and key workers from #COVID19 our staff and students in the James Watt School of Engineering are using University research equipment to produce up to 1,000 pieces of PPE a day 🙏

More ➡ https://www.gla.ac.uk/news/headline_721880_en.html

#WeAreTogether #UofGHeroes



and decided to repurpose our injection-moulding equipment

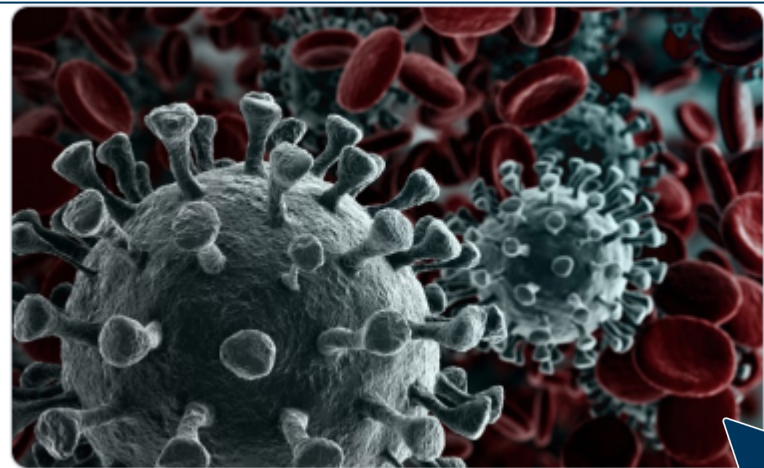
37,190 People reached 1,571 Engagements

Boost Post

👍❤️👏 504 20 comments 81 shares

6 May

UofG research finds no evidence of virus mutating





Hawkaye Glasgow poem video

11 May

7 May

Principal update



University of Glasgow 12 May at 10:54 · 🌐

The Big Smile Big Band from our Dental School 🗑️ have created their own #lockdown version of 'Respect' - beautiful music raising funds for The Prince & Princess of Wales Hospice and 'Dental Lockdown 2020'

So proud of our talented Dental students, alumni & friends 🎵❤️

🔊 Turn the volume up and enjoy!

Find out more 📄 <http://ow.ly/PKVE102eWfZ>

#QuaranTeamUofG #WeAreTogether

Big Smile Big Band
Lockdown Sessions

34,131 People reached 1,799 Engagements Boost Post

👍❤️👎 386 28 comments 27 shares

12 May

12 May

University of Glasgow @UofGlasgow

A moment just to say huge thanks 🙏👏 to our very talented UofG gardening team 🌱 100🔥. Missing campus & everyone but love seeing all your photos of these amazing springtime blooms 🌸🌷🌹 from Gilmorehill & Garscube. #QuaranTeamUofG

8:43 PM · May 12, 2020 · Twitter for Android

62 Retweets 529 Likes

International Day of Families

15 May



University of Glasgow
@UofGlasgow

'We're all doing our best. We need to be kind to ourselves' ❤️

On this #InternationalDayofFamilies, shout out to #TeamUofG juggling work/study with family life 🏠

Families come in all shapes & sizes & we'd love to see yours. Share your #QuaranTeamUofG photos
📌 #DayOfFamilies



And she has been by my side for the last 8 weeks

9:41 AM · May 15, 2020 · Twitter Media Studio

46 Retweets 183 Likes

Again to recognise the struggle of balancing working life and caring responsibilities. Sharing stories and photos to help people feel like others were finding the balance hard too.

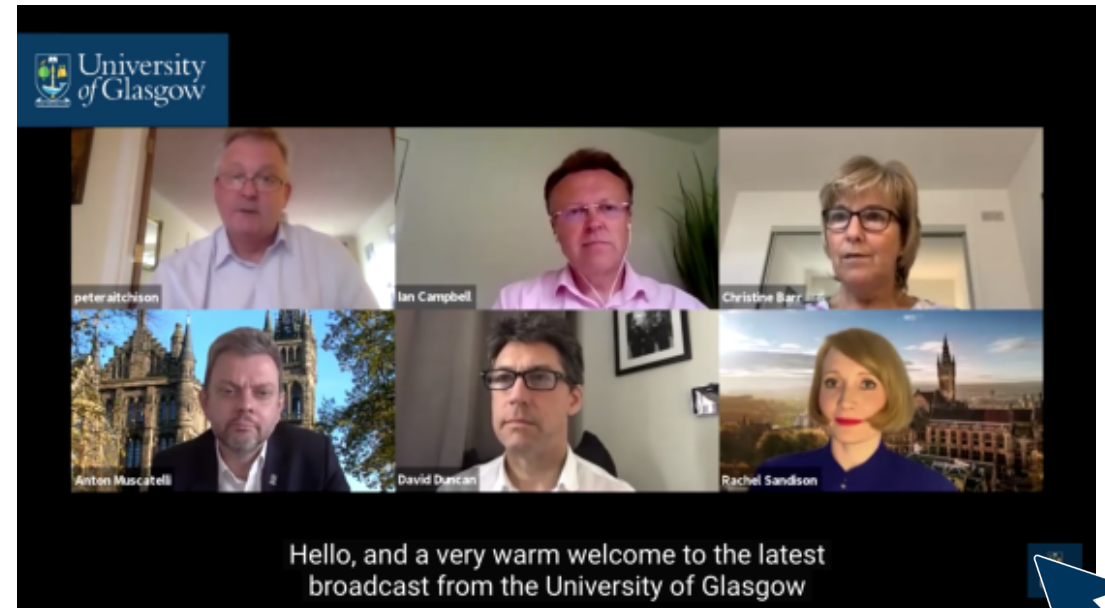
19 May

Exam grading and no detriment explainers



19 May

Staff Q&A #2



University of Glasgow

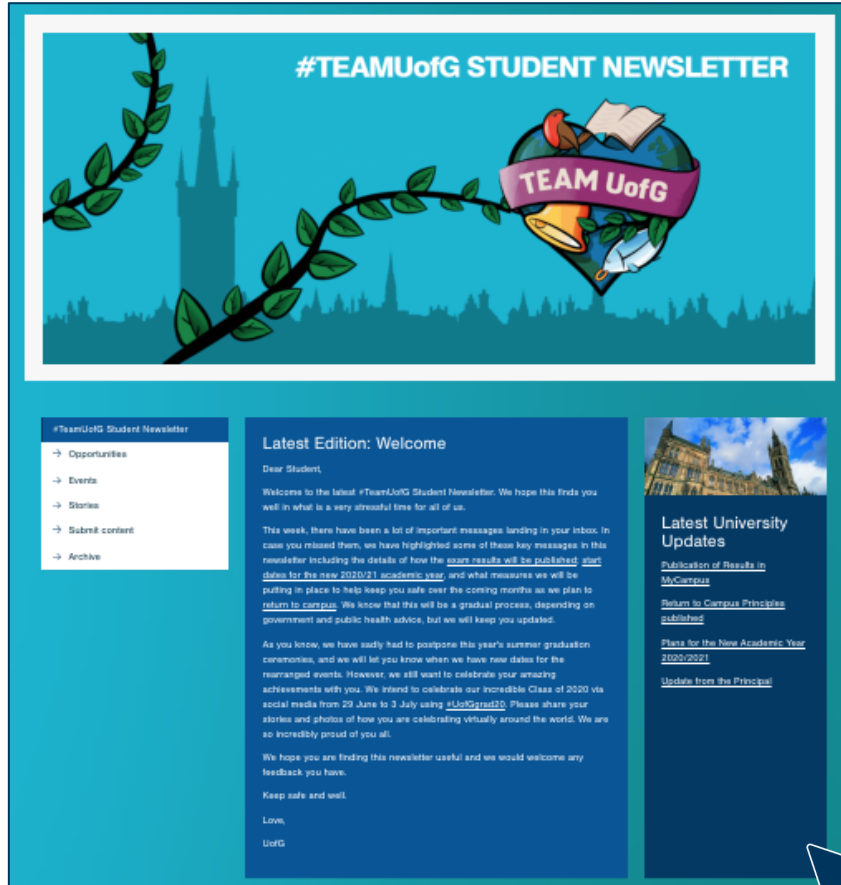
Video call participants: peteraitcheson, Ian Campbell, Christine Barr, Anton Muscatelli, David Duncan, Rachel Sandison

Hello, and a very warm welcome to the latest broadcast from the University of Glasgow

Continuing to keep staff informed, addressing questions and concerns.

20 May

Student Newsletter launched



The Social Media and Student Communications team developed and launched a new Student Newsletter to establish new lines of communication between the University and the student body. This first edition went on to achieve a 97% open rate.

21 May

One month since opening of the Lighthouse Labs



22 May

Vaccine Trial with Oxford announced

University of Glasgow
22 May at 08:01

In collaboration with NHS Greater Glasgow & Clyde, the University of Glasgow is supporting the **University of Oxford** vaccine trial in health and care staff. The trial will aid research to assess if healthy people can be protected by the vaccine.

Read more ow.ly/1IHR30qlmcl



COVID-19 UPDATE
Vaccine Trial

50,471 People reached 3,499 Engagements

You and 844 others 15 comments 158 shares

Boost Post

26 May

University of Glasgow
26 May at 16:35

Members of **#TeamUofG** have joined up with **Glasgow Community Food Network** to get food to people in need in Glasgow. Our amazing volunteers are using 1A The Square as a distribution centre, delivering vital supplies to community groups & food banks. And, thanks to the volunteers, the food left in storage on our campus due to **#lockdown** won't go to waste. Find out how you can support <http://ow.ly/SSF150zQ5wu> **#WeAreTogether**



UofG Food have joined forces with Glasgow Community Food Network to provide food to those in need

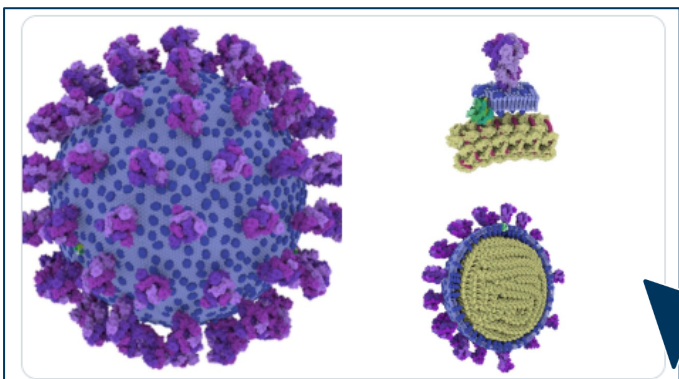
29,586 People reached 1,024 Engagements

You and 844 others 17 comments 39 shares

Boost Post

27 May

CVR coronavirus artist impression revealed



Community story about Catering and Events staff helping local food banks. It was also a chance for the University to donate food from storage that would have gone to waste. Worked with UofG food team and food bank network to record this.



UofG research shows black and South Asian ethnic groups at higher risk from COVID-19

29 May

UofG Sport donate equipment to the NHS

1 June



Principal update

4 June

28 May

Principal update

The top-performing of all the Principal's update videos, Anton addresses start dates for the next academic year, blended learning, the COVID vaccine trial and graduations. So far the post on has gained a reach of 62k people and 7.3k engagements on Facebook alone.



Some of these will begin in September, as normal

2 June

Thank You #TeamUofG video



A simple message of thanks to our entire community.

f 114k people reached
80k video views
1.4k engagements

t 47k impressions
33k video views
3.3k engagements

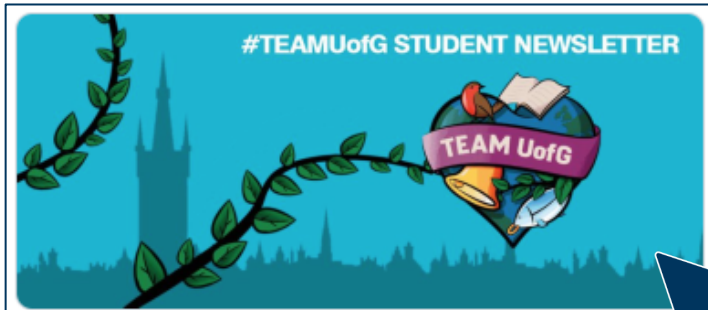
in 23k impressions
7k video views

ig 20k impressions
10k video views

5 June
COVID response fund reaches £500k milestone.....



5 June
Student Newsletter: 2nd edition published



4 June

Still #TeamUofG video published

The 'Still Team UofG' video was created as part of the University's wider conversion plan for offer holders and applicants, to reassure them that during this uncertain and challenging time, UofG life is still continuing, and our community of staff and students are still a team. The video highlighted that the best thing about the University of Glasgow is our welcoming and world-changing people, and that still holds true, no matter where we are. The key message is that we want our offer holders to join us and become part of #TeamUofG.



5 June

New start dates published on Chinese social media



To be continued



Top Performing COVID-related posts



Twitter

Testing Centre announcement

- 125k impressions
- 74k video views
- 7.4k engagements

University Flag flying

- 60k impressions
- 4.7k engagements

Face-to-Face teaching ends

- 130k impressions
- 3.5k engagements



Facebook

Testing Centre announcement

- 192k people reached
- 23k engagements

Hawkaye Poem video

- 188k people reached
- 12k engagements

CVR in Genomics Consortium

- 68k people reached
- 7k engagements



Instagram

Tower and Blossom

- 64k people reached
- 7k engagements

Tower at sunset

- 45k people reached
- 6.5k engagements

Exams: good luck

- 40k people reached
- 5.2k engagements



LinkedIn

Testing Centre announcement

- 149k reach
- 3k engagements

CVR in Genomics Consortium

- 148k reach
- 2.2k engagements

University Flag flying

- 148k reach
- 1.4k engagements



Weibo

20/21 start dates

- 74 reposts
- 724 comments
- 3k likes

Face-to-face teaching stops

- 30 reposts
- 141 comments
- 646 likes

Policy change

- 133 reposts
- 290 comments
- 466 likes



WeChat

20/21 start dates

- 37k views
- 115 forwards
- 40 comments

Prospective student policy

- 32k views
- 38 forwards
- 78 comments

Anton handwritten note

- 27k views
- 541 forwards
- 41 comments



HESM Industry Profile

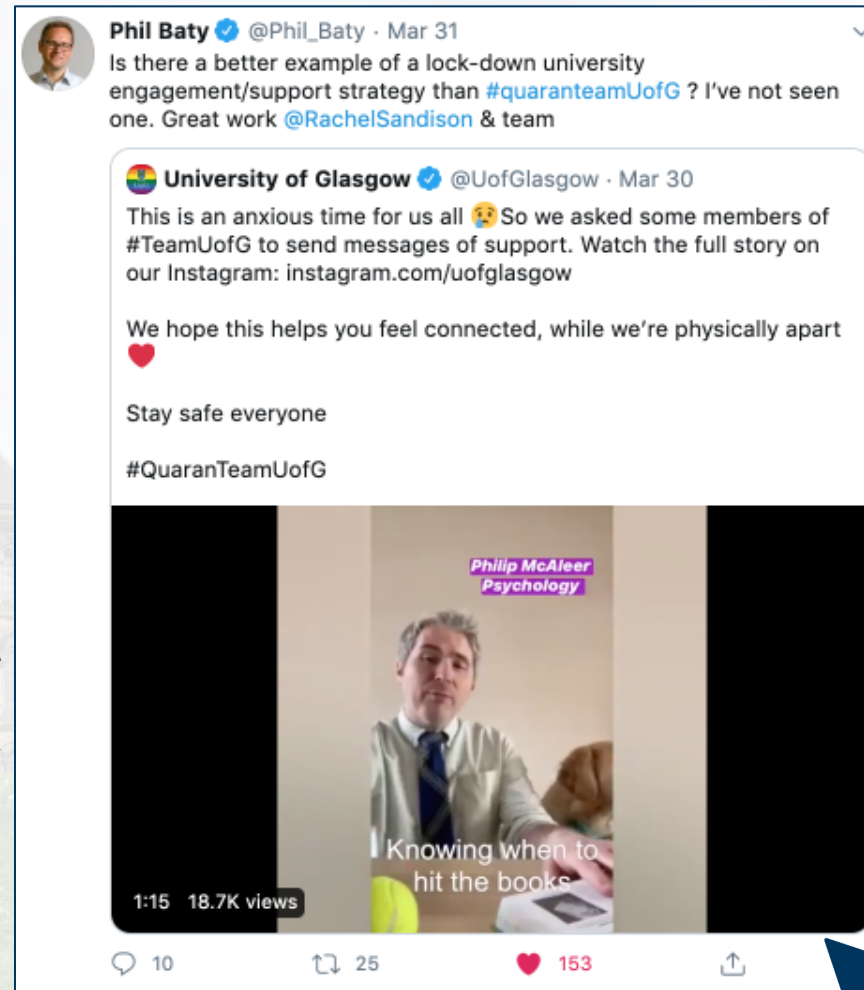
A good example

The University of Glasgow was one of the institutions who made effective use of its Twitter account over the weekend. As well as providing a link to more detailed information on its website, Glasgow's pinned tweet sought to manage expectations about institutional capacity to respond to individual queries. That said, through Twitter they did respond calmly and publicly to questions from staff, students and external stakeholders, including one about whether the campus could still be used for an upcoming wedding.



On 17 March higher education journal Wonkhe cited UofG as a good example of how to handle COVID-comms in it's article 'How should providers be communicating about Covid-19?'

On 31 March Chief Knowledge Officer at Times Higher Education Phil Baty held the #QuaranTeamUofG hashtag campaign up as the best example he'd seen for community engagement during lockdown.

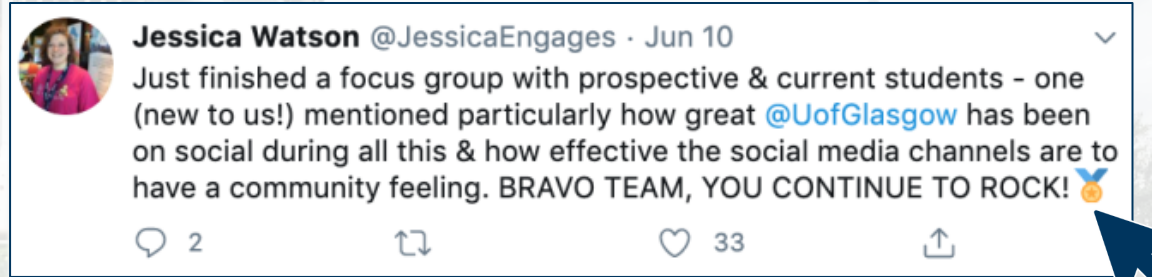




HESM Industry Profile



On 21 April UofG ranked No 1 UK university in Chinese Social Media WeChat Rankings by PingPong Digital. From a list of top 20 articles, 7 were from UofG.



Indications from focus groups suggest prospective and current students alike consider the communications handled by the UofG social media team throughout the COVID-19 crisis to be effective.



Select non-COVID-related projects

Although the focus of the Social Media and Student Communications team has very much been on the COVID crisis for the duration of 2020 so far, the following list of select non-COVID-related projects demonstrates our commitment to highlighting the University's world-changing research, telling our story, showcasing our institutional values and celebrating the people who make #TeamUofG.

- 4 Feb – [A day in the life at the Wolfson Wohl Cancer Research Centre](#) video published
- 11 Feb – [Women and Girls in Science Day with Future World Changer Yalinu](#) followed by [full Yalinu story vid](#)
- 26 Feb – based on Willie Stewart's UofG research [football heading rules change](#)
- 2 March – [UK Fireball Network](#)
- 4 March – [Research Hub topping out](#)
- 6 March – [International Womens' Day 2020](#) lion and unicorn staircase photo recreated
- 9 March – [Dame Katherine Grainger named new UofG Chancellor](#)
- 11 March – [American PhD student Kristyn Carter reflects on James McCune Smith legacy](#)
- 13 March – [Cycling research published](#)
- 27 March – [Deep sea fish migration research published](#)
- 30 March – [Aamer Anwar's rectorial term ends](#)
- 31 March – [Alumni becomes head of MI5](#)
- 2 April – [UofG marks National Pet Month](#)
- 11 April – [Graham Law](#) obituary
- 27 April – UofG marks [Edwin Morgan centenary celebrations](#)
- 30 April – [Stuart MacQuarrie retires](#)
- 4 May – [Star Wars day](#)
- 4 May – [UofG repeats commitment to Widening Participation](#)
- 5 May – landmark [Malaria research](#) published
- 8 May – UofG marks [75th VE Day](#)
- 11 May – [Sweat-powered wearable tech](#) research published
- 27 May – in preparation for online graduation celebrations: [Gaudeamus Igitur virtual choir project](#)
- 1 June – UofG publishes [statement in response to George Floyd murder](#) & in support of Black Lives Matter
- 3 June – [Pride month branding](#)
- 3 June – [Urban Fox study published](#)
- 9 June – Complete Uni Guide names [UofG first in UK for 8 subject areas](#)
- 10 June – UofG wins [4 CASE global 'Circle of Excellence' awards](#), including for #TeamUofG and Willie Stewart football research



University
of Glasgow

A large, ornate Gothic-style building, likely the University of Glasgow, with a tall central tower. A flagpole stands in front of the tower, flying a blue flag with a yellow cross. The building is set on a grassy hill with yellow flowers in the foreground. The sky is overcast and grey.

Thank You

Court Context Card 23 June 2020 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (5 May 2020)
Topic last discussed at Court	Last report to Court was April 2020
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Mr D Smith, Mr S Kirby, Professor K McCue, Mr C Kennedy
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	Minutes including update on Capital programme and Project progress/approval.
Topics to be discussed	
Action from Court	Court is asked to note Estates Committee's approval of CapEx applications as follows: Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment in the sum of £0.50million (EC/2019/41.2.1 refers); CoSE application for bespoke X-Ray diffractometer in the sum of £0.617million (EC/2019/41.3.1 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	

UNIVERSITY OF GLASGOW

Estates Committee - Summary

Meeting of Estates Committee 5th May 2020

Substantive matters:

1. Detailed discussion took place on the contractual and commercial impacts of the Coronavirus pandemic on the current programme of works. The Committee noted that several options had been presented by Multiplex to minimise the cost and help with the cashflow projections. Discussions remained ongoing at the time of the meeting. The Committee approved the deferral of the Adam Smith Business School and PGT by 12-months.
2. Following the agreement in principle by Programme Governance Board and Capital Projects Governance Board, the Committee approved the preparation and execution of off-site materials agreements across several contract packages, thus enabling payment to be made.
3. The following CapEx applications were approved:
 - Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment (Additional fees application) in the sum of £0.50 million was considered and approved.
 - COSE application for bespoke X-Ray diffractometer (Full Business Case) in the sum of £0.617million was considered and approved.

UNIVERSITY of GLASGOW
Estates Committee
Minute held via Conference Call, Tuesday 5 May 2020

Present: Mr R Mercer (Convenor), Mr I Campbell, Professor N Juster, Mr S Kirby, Prof K McCue, Mr A Seabourne, Dr B Wood, Mr D Milloy, Mr D Smith, Mr R Fraser, Dr D Duncan, Mr C Kennedy

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

Apologies: Professor A Muscatelli (Principal)

EC/2019/35 Welcome and Introductions

The Convenor welcomed two new members to the Committee, Mr Ian Campbell, the Executive Director of Estates and Mr Christopher Kennedy, the staff representative for Professional Services. Also, in attendance from Finance Committee were Mr Graeme Bissett and Mr Grant Stewart.

EC/2019/36 Minute of the meeting held on 3 March 2020

The Committee noted the minutes of the meeting held on 3 March 2020. At this meeting, the Committee approved two refurbishment CapEx applications. Since the last meeting, these projects have been paused.

EC/2019/37 Update on Capital Plan including Finance Summary

EC/2019/37.1 Update on Capital Plan

EC/2019/37.2 Summary Report

The Committee noted the update on the Capital Plan, acknowledging there has been movement since the reports were generated. Capital Projects Governance Board and Programme Governance Board have held a combined meeting. At the meeting concerns were noted in relation to ensuring sponsors minimise design changes for the building, especially around AVIT requirements.

In response to questions around the Joseph Black Building it was acknowledged that discussions are ongoing with the Contractor with a view to deferring the window installation which was scheduled to commence over the summer months. The window manufacturer is currently closed and approximately 350 windows still need to be completed; these windows have not been manufactured. However, it is proposed to continue with external concrete and façade repairs on the building. Discussions are also ongoing with the Contractor regarding their claim for cost and time Compensation Events for the cessation of works as a result of the Coronavirus pandemic.

In relation to the James McCune Smith Learning Hub, the Committee noted that should works recommence as anticipated in May 2020, these are programmed to complete in October 2020 with the University overlapping fit-out. This will allow access in November and December for test events and training followed by a full opening in January 2021. This was caveated as being subject to being able to gain access to site in mid-May.

EC/2019/37.3 Estates and Building Summary Dashboard

The Committee noted the report.

EC/2019/37.4 Cost Consultant Report

The Committee noted the report.

EC/2019/38 Update on Contractual and Commercial Matters

The Committee noted the ongoing discussions between the University and the Programme Delivery Partner (Contractor) in relation to the current suspension, as a result of the Coronavirus pandemic. It was explained that within the NEC contract the contractor can claim both time and costs from the client, if certain circumstances arise.

On 23 March 2020, the Contractor advised the University that labour was withdrawn from site following the Prime Ministers announcement of a lock down. The subsequent announcement from the Scottish First Minister stated the expectation that construction works were to pause. On 6 April 2020, the Coronavirus (COVID-19): Scottish Government Construction Sector Guidance was published with the advice that all non-essential sites should close, with Higher Education included in the sectors classed as non-essential. This was followed, on 21 April 2020, by the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 with the amendment to include all businesses.

The University's legal advice was noted as stating the guidance on 6 April 2020 prompted a Compensation Event which was then followed by a change in law on 21 April 2020. Discussions are ongoing regarding this.

The Committee noted that the Contractor have presented a range of options for each building which minimise cost and help with cashflow projections. Each of these options have several assumptions attached which need to be reviewed and agreed.

It was advised that the maximum cost of these options to the University, as calculated by the Contractor, is £12- to £14 million inclusive of VAT but excludes inflation. Inflation is excluded as it is not possible to predict inflation figures over the coming 2-3 years. Discussions are ongoing as to how this cost is split between the parties and to get this point baseline work needs to be completed.

For this figure it was questioned if this delta reflects the legal interpretation on whether a claim for costs is allowable over the entire period. It was explained this figure is the Contractor's range, not the University's and is based on their assumptions of the legal position. These assumptions are being reviewed by the Estates team to come out with a position which is fair to the University; following which there will be a negotiation.

The committee noted there are several assumptions from the Contractor on works going forward, in particular on the productivity level that is achievable by them. Once works recommence the Contractor estimates 50 – 80% operatives and productivity on site by the end of the calendar year.

In answer to questions on how the anticipated costs details from the Contractor are structured it was explained that a first position of a fixed price for the James McCune Smith Learning Hub has been produced, with the remaining prices being on the same basis as the current contract. Discussions regarding pain and gain limits will be part of the discussions as they continue.

The Committee noted that discussions regarding the Clarice Pears IHW are anticipated to be straight forward and the Research Hub to be more complex. Infrastructure will run alongside each of the individual projects and therefore, likely to be more straight forward. It is anticipated that the pain gain levels may have to be altered following the conclusion of discussions on the change circumstances.

The Committee were asked for approval to defer the Adam Smith Business School & PGT. Discussions took place as to which time frame was the best option (6-, 9- or 12-months). The Committee discussed the risks with each option. In particular, with a 12-month deferral the 98-week construction programme is very tight to meet the September 2023 date and is subject to the Contractor being able to return to 100% efficiency and enter into sub-contracts with suppliers. The potential for a second lockdown period was also acknowledged as a risk. The Committee approved the 12-month deferral to the Adam Smith Business School & PGT with the knowledge there is flexibility to bring this forward if required. Where the main principles and costs have no significant changes to current position the Convenors of Estates and Finance Committee have delegated authority to approve the outcome of the negotiations. If significant changes do take place, the Committee's will be consulted.

EC/2019/39 Off-site payments

The Committee acknowledged the request made by Capital Projects Governance Board and Programme Governance Board to enter into an Off-site materials agreement between the University and Contractor with a view to proactively protecting the programmes. Once works recommence, the title of ownership for the materials would transfer to the University. The Committee approved the preparation and execution of an off-site materials agreements across several contract packages, thus enabling payment to be made.

EC/2019/40 Health and Safety

The Committee acknowledged the report covered a period up the end of March 2020 and since then works have stopped on site. The Committee were assured that Contractor are still actively carrying out site inspections, with the buildings being inspected daily and regular inspection across the whole site. It was noted that the site has increased 24/7 security due to the value of materials on site. In response to questions regarding the updated health and safety requirements during the Coronavirus pandemic the Committee acknowledged the confirmation that the Contractor has been proactive in approaching the University with what was being done in terms of the proactive works.

EC/2019/41 CapEx Committee Report

EC/2019/41.1 CapEx Application Summary

The summary was noted.

EC/2019/41.2 Estates CapEx Applications

EC/2019/41.2.1 Western/Church Street Innovation Zone/Tennent Institute, Chapel and Outpatients Building Refurbishment

The Committee approved the application in the sum of £0.50 million for the urgent repair works to existing listed buildings. These repairs will ensure that buildings are protected not only from a wind and watertight point of view, but also protecting their listed structures.

EC/2019/41.3 Equipment CapEx Applications

EC/2019/41.3.1 COSE application for bespoke X-Ray diffractometer

The Committee approved the application in the sum of £0.617million for the purchase of a bespoke X-ray diffractometer the College of Science and Engineering.

EC/2019/42 Any Other Business

EC/2019/43 Schedule of Meetings for 2019/20

The schedule of dates was noted:

Tuesday 1st September 2020

Tuesday 20th October 2020

Tuesday 12th January 2021

Tuesday 2nd March 2021

Tuesday 4th May 2021

Court Context Card - HR Committee - 2 June 2020	
Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Draft minute of committee meeting held on 2 June 2020 Papers include updates on Covid 19 impacts, Research and Innovation Strategy, headline items from the Executive Director of HR, Equality and Diversity Athena Swan Silver Application and OD Strategy 2020-25.
Topic last discussed at Court	Last HRC report from September 2019 Meeting, discussed September 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 from the Executive Director of Human Resources on activity to manage the ongoing organisational impact of COVID-19 and the current medium-term priorities including an overview of key communications, the University's use of the Government's Job Retention (Furlough) Scheme and plans for the gradual return to Campus and resulting impacts relating to people and organisational change. The Committee received an overview from the Vice Principal for Research on the strategic priorities of the Research and Innovation Strategy 2020-2025 including the three pillars of collaboration, creativity and careers and the important underpinning role played by the People and Organisational Development function. The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on the development of both the University and the People and Organisational Development strategies, progress on industrial action and the ongoing dispute around pay and pensions, an update on the latest USS pension developments, changes relating to UKVI post-brexit and the impact of COVID19 on annual Pay, Performance and Reward processes. The Committee received an overview of the Institutional application for Athena Swan Silver level award. The Committee received an update from the Director of Organisational Development on the emerging Organisational Development Strategy, the evolution of a new set of university values and plans to review the University's approach to employee engagement. The minutes for the Equality and Diversity Strategy Committee (Annex 1) and JNCC (Annex 2) are also attached.
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 achieve	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 consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University. The Athena Swan initiatives support positive equalities outcomes.
Suggested next steps	N/A
Any other observations	

University of Glasgow
Human Resources Committee
Minute of meeting held via Zoom on Tuesday 2nd June 2020

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

By Invitation: Mr Chris Pearce (CP) (Vice Principal for Research) – Item 4 , Dr Katie Farrell (KF) (Gender Equality Officer) – Item 6, Mr James Hamilton (JH) (Director of Organisational Development) – Item 7

Apologies: Professor Dame Anna Dominiczak (AD)

Executive Summary:

- The Committee received an update from the Executive Director of Human Resources on activity to manage the ongoing organisational impact of COVID-19 and the current medium-term priorities including an overview of key communications, the University's use of the Government's Job Retention (Furlough) Scheme and plans for the gradual return to Campus and resulting impacts relating to people and organisational change.
- The Committee received an overview from the Vice Principal for Research on the strategic priorities of the Research and Innovation Strategy 2020-2025 including the three pillars of collaboration, creativity and careers and the important underpinning role played by the People and Organisational Development function.
- The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on the development of both the University and the People and Organisational Development strategies, progress on industrial action and the ongoing dispute around pay and pensions, an update on the latest USS pension developments, changes relating to UKVI post-brexit and the impact of COVID19 on annual Pay, Performance and Reward processes.
- The Committee received an update from the Director of Organisational Development on the emerging Organisational Development Strategy, the evolution of a new set of university values and plans to review the University's approach to employee engagement.

HR/20/11 - Welcome & Apologies – Opening Remarks

JM welcomed the Committee and noted apologies from AD.

HR/20/12 - Update from Court

JM summarised the recent meetings of Court where it had been acknowledged that there had been a tremendous response from the University staff and leadership to what is a quite unprecedented challenge in terms of COVID-19.

The challenges will impact on the University's ambitions and plans and HR Committee will continue to have a key role to play, particularly around themes such as health and wellbeing of staff and managing change. It was noted that regular communication with staff was ongoing and that such communication and engagement is vital in supporting staff during this time.

HR/20/13 – COVID-19 Impact & Medium-Term Planning

CB presented an overview of developments relating to the impacts of COVID-19.

Pre and Short-Term Priorities on Lockdown

Short term priorities naturally saw significant attention paid to staff and student wellbeing, whilst ensuring continuity of academic provision for students and a significant transition to homeworking for most staff.

Communication and Engagement

Regular University leadership and management forums were adjusted to ensure that the essential infrastructure was in place for effective strategic and operational oversight. Communications have been ongoing and will continue to run as and when required. The recent leadership Q&A session was very well received and generated a significant number of questions from staff, which were all responded to. It was noted that other organisations are also working hard on these communications challenges.

Remote Working

The effectiveness of remote working practices and the deployment of a range of effective resources were also noted, with a relatively seamless transition in most areas despite not being widespread practice beforehand.

Managing Attendance and other policy provisions

Policy positions have been augmented to support colleagues (particularly around health and wellbeing) in a range of circumstances. This includes utilising flexible working but also reminding colleagues of supportive provisions such as our new Support for Staff with Caring Responsibilities policy. Information is available online with an increasing focus on cascading resources at local levels.

Coronavirus Job Retention Scheme (CJRS)

The University has utilised the Governments Coronavirus Job Retention Scheme, exercising caution around the scheme rules relating to funding in particular. To date, in excess of 1800 staff (circa 1000 FTE) have been furloughed and the University has committed to maintaining 100% of pay for furloughed workers.

Post Lockdown – Medium Term Priorities

The University has identified the key priorities in the medium term to ensure we optimise our position in this fast-changing environment. Efforts will focus on blended/online learning and assessment, financial planning, the Estates Capital Programme, student recruitment, research, people and organisational change and supporting the NHS.

Return to Work

EG gave an update on work underway to prepare guidance for students, staff and managers focussed on the phased return to campus in line with the Scottish Governments route-map. The focus is on risk assessments and providing

specific guidance to support managers in returning staff to Campus whilst balancing personal circumstances and preferences. Work is also underway to produce guidance on homeworking in the longer term to support a more sustainable approach.

People and Organisational Change

CB is partnering with Chris Green (Chief Transformation Officer) to develop a high-level action plan outlining the direction of travel for this workstream, including a more comprehensive approach to future workforce planning and delivering the people and organisational change that will be essential to reducing costs whilst protecting jobs as far as possible. In the medium term the University is facing a potential gap in income, particularly in relation to overseas student fees. Consequently, a number of steps have been taken to curb spend including a focus on consumables, decisions on pausing building work, a general recruitment freeze, the suspension of contribution pay arrangements, utilising the Government's furlough scheme and more careful strategic leadership and oversight in the planning and execution of our significant variable hours and casual workforce spend. Projections are for an estimated initial savings of circa £15 million in year.

The importance of increased focus on health and wellbeing was noted by the Committee, particularly as the months progress and the University may see an increase in individual levels of stress and anxiety.

HR/20/14 – Research and Innovation Strategy

CP shared an overview of strategic research priorities in the new Research and Innovation Strategy (2020-2025), noting that circa 5000 individuals make up our University research community.

The underpinning importance of the role of HR was highlighted, including the recruitment benefits of core programmes such as the Lord Kelvin Adam Smith (LKAS) fellowship scheme as well as the importance of performance and reward mechanisms, supporting development at different career stages through the Early Career Development Programme (ECDP) and through supporting REF2021 which drives a fifth of our research income.

The three pillars of the Research and Innovation Strategy 2020-2025 are collaboration, creativity and careers with a focus on working together, reaffirming the centrality of our ideas and making Glasgow the best place to develop a career.

HR can support the strategy through enabling a positive research culture where people can succeed, sector leading work has already been carried out in this area as evidenced by the fact that the University is often cited in the press for its progress. In line with this, work is also underway to fulfil the ambitions of the Researcher Development Concordat, looking at induction, CPD, destination tracking and support for Principal Investigators.

The impacts of COVID-19 on research were also shared, with the picture generally not being a positive one (for example with many negative impacts on the research of post-graduate researchers (PGRs)). It was acknowledged that Early Career Researchers (ECRs) are particularly at risk as they approach the end of fellowships with less opportunities to progress available at this time.

HR/20/15 – HR Director Strategic Update

CB gave an overview of the HR strategic update:

World Changers Together – 2030 and beyond

Significant progress had been made in drafting the University's strategic plan prior to the impacts of COVID-19 and the opportunity is now being taken to pause and reflect on the strategy in light of the challenges we now face. The strategy remains under development with objectives predicated on a different set of informed assumptions for the next 2-3 years. The University expects to be in a position to present a final version of its strategic plan to the December meeting of Court, based on a future operating model that may look and feel substantially different than hitherto with respect to research, online teaching & blended learning and innovation as well a potential greater focus on agile working models.

People and Organisational Development Strategy

The delay to the University strategy will not change the plans to launch the People and Organisational Development Strategy by summer 2020.

The strategy defines the future actions and places people front and centre in realising our ambitions with a strong focus on living our shared values in an enabling organisational culture that attracts and develops exceptional people who share our vision and are excited to contribute to our world changing aspirations.

The strategy defines our aspirations and commitment to meaningful strategic business partnering and effective service delivery aligned with the 'World Changers Together' branding whilst taking due cognisance of our key business drivers, change enablers and our values-led goals. It aims to maximise our future capability and agility whilst offering an excellent employee experience.

Industrial Action & 2020-21 Pay Negotiations

The fraught employee relations climate that prevailed at a national level with regards to pay and pensions for most of last year extended into the early part of this year with a further period of strike action for 14 days from 20th February to 13th March 2020. Numbers of staff participating in the action averaged 292 (previously 493) per day of action, representing approx. 60% of the turnout last time round. 39.8% of the University's UCU membership participated in the strike action, representing 7.1% of our overall staff population.

In the period since this action, the ongoing dispute over pay and pensions has paled in significance with the COVID-19 pandemic and most recently, UCEA and the five HE trade unions have agreed to pause the start of the 2020-21 New JNCHES pay negotiations. When discussions resume it is envisaged that UCEA will begin a new consultation process with member HEIs with an underlying assumption that minimising the extent of any additional pressure on pay bills will be a priority for most institutions.

USS – Latest Developments

Since the last meeting of HR Committee, the Joint Expert Panel has produced its second report establishing the key principles for the future joint approach of UUK and UCU to the valuation of the USS fund. In the interim, the Trustee is proceeding with the 2020 valuation to provide a meaningful indication of the Scheme's ability to pay its future pension promises over the longer term. The

2020 valuation will be based on a snapshot of the scheme as at 31 March 2020, with a required completion date of 30 June 2021. Whilst the University remains committed to ensuring the best possible package of pay and benefits for members of staff, we are anticipating that the valuation will be adversely affected by the economic downturn and its impact on investment markets. HR Committee will be updated on further developments.

UKVI Developments post-Brexit

The UK exited the EU as planned on 31 January 2020 thereby entering a transition period that will effectively cease on 31 December 2020. During this period, non-UK EU nationals continue to enjoy freedom of movement rights in the UK. Non-UK EU nationals and their family members who wish to remain living in the UK beyond this date are required to apply for settled status to remain legally resident. Despite the challenges of the COVID-19 pandemic, the Home Office intends to proceed with a new points-based immigration system from January 2021. A new Global Talent visa also came into force on 20 February 2020 replacing the Tier 1 (Exceptional Talent). This retains the existing routes under the Tier 1 but extends this with the addition of a new fast-track category for eligible researchers whose name or job title is specified in a successful grant application from a recognised funder.

UKVI offices have now reopened having closed at the start of the COVID-19 crisis

Performance, Pay and Reward

SMG supported a proposal not to proceed with the PDR process this year. Senior leaders and line managers have however been encouraged to continue working closely with their teams to ensure relevant development focussed discussions and any performance management plans are progressed appropriately throughout the lockdown period and beyond.

In the interim, a new standalone online PDR solution has been developed with the support of Planning & Information Services. Whilst the new PDR system will not be rolled out in 2020, a decision has been taken to utilise the system to support participants on the Early Career Development Programme (ECDP) around objective-setting (also allowing for a more thorough trial of the new system ahead of wider use in 2021).

The implications of not proceeding with the annual PDR process will similarly affect normal rewarding contribution arrangements. Following consultation with trade union colleagues, these arrangements will not proceed this year. A range of non-financial options are however under consideration to recognise the efforts of colleagues over the course of the academic year and during the pandemic in particular.

The annual academic promotion round was well in train at the point when lockdown was announced. A total of 155 applications were received this year, of which 120 (77%) were deemed to meet the criteria for promotion in terms of prima facie cases. These have proceeded to external reference at this juncture.

HR/20/16 – Equality & Diversity Athena SWAN Silver

KF presented an overview of the University submission for Athena SWAN silver award, building on the institutional bronze award achieved in 2013.

The submission details the University investment in leadership development for women, specifically around the Aurora programme. Diversification of governance and committees and significant progress in the reduction of the gender pay gap (from 18.3% down to 17.9%). The median gap is 16.2%, which is lower than the Scottish HE median of 18.9%. Positive improvements have also been demonstrated in the academic pipeline, with a narrowing of the gap between the percentage of females vs males at senior grades when compared with 2014/15 figures.

The success of the 'Academic Returners Research Support Scheme' was also noted. The scheme supports the resumption of research on return from extended parental leave and since 2015/16, it has seen 47 colleagues successfully funded to a total of £381,000. Related policy developments include the recent launch of the University's revised Flexible Working Policy and the new Support for Staff with Caring Responsibilities Policy.

Future priorities will focus on tackling horizontal occupational segregation, working to increase the percentage of females at pipeline stage of recruitment and continually enhancing our inclusive policy environment through a new Menopause Policy, having enhanced our gender-based violence response and strengthening our intersectional approach to race/gender equity.

The Committee acknowledged the excellent progress in this area and offered insight and examples from other organisations such as contextualised recruitment tools and assessing 'outperformers' in their current context, inclusive of any unique barriers or challenges they may face. The importance of culture was also noted, as individuals can join and perform to a very high-level, but still find it is difficult to be accepted on a cultural level. The Committee heard that traditional recruitment models are not always the best approach to accessing particular labour/talent pools and that the University should focus on how it is projected to others at key points in their careers.

KF received feedback from the Committee that future considerations may focus on demystifying the data more widely sharing the excellent progress made (e.g. social media or during recruitment).

HR/20/17 – Organisational Development Strategy Update 2020-2025

JH presented an overview on building capability and culture for the future:

Organisational Development Strategy

The new Organisational Development strategy will be focussed on strategic goals in relation to leadership and management, professional development, talent management, change capability and engagement.

Underpinning principles are the belief that development happens on a 70-20-10 basis (70% on the job, 20% relationships and 10% formal training) and that for development to succeed, individuals need to take responsibility for their own development as part of a wider culture of ongoing and continuous improvement.

Priorities will include re-energising the core offer (including updating and rolling out a Line Management Fundamentals programme) and refocussing leadership development. This will also involve a wider degree of coaching and mentoring as well as talent management and succession planning approaches, enhancing and

developing the underlying infrastructure such as tools, templates and psychometrics capability.

The Committee advised that leadership engagement will be vital. Leaders at all levels need to be able to instantly access and understand the strategy, including their place in it. It was noted that the items presented were part of a wider document, communication and engagement plan.

Values

Aligned with the ongoing development of the new University Strategy and in consultation with over 350 colleagues a new set of values have been shaped and refined by the Senior Management Group (SMG). The resulting values draw focus on what we strive for (ambition and excellence), how we will do this (curiosity and discovery) and are founded in belief in integrity, truth and our inclusive community.

The values were well received by the Committee who noted that they had more depth to them than the previous values and appeared to resonate very well.

Engagement

Work is underway to tie together different threads of employee engagement in order to drive a more co-ordinated approach. There will also be a more prominent role for Internal Communications as well as revisiting how the traditional staff survey is carried out in the future. Work continues in this area with more updates to follow.

HR/20/18 – HR Analytics

The HR analytics as at April 2020 were noted by the Committee.

HR/20/19 – Draft Minutes of Equality & Diversity Strategy Committee (EDSC) 19.03.20 and Joint Committee of Consultation & Negotiation (JCCN) 18.02.20

The minutes of the March Equality and Diversity Strategy Committee (EDSC) and the February Joint Committee of Consultation and Negotiation (JCCN) were noted by the Committee.

HR/20/20 – Annual Staff Equality Monitoring Report (2018-2019)

The annual staff equality monitoring report (covering 2018-19) was noted by the Committee.

HR/20/21 – Minute of Meeting & Matters Arising (23.01.20)

The minutes of the previous meeting were noted and approved by the Committee.

HR/20/22 – Closing Remarks

No other business was noted and the meeting was closed.

Equality and Diversity Strategy Committee

19 March 2020 at 10:00 – 12:00

- Present:** Prof Neal Juster (Convener, vice Principal Anton Muscatelli), Mrs Christine Barr, Prof Frank Coton, Dr David Duncan, Mr Scott Kirby, Mr Thomas McFerran, Dr Sylvia Morgan, Prof Jill Morrison, Dr Robert Partridge, Miss Rachel Sandison, Ms Lesley Sutherland, Ms Mhairi Taylor
- Apologies:** Principal Anton Muscatelli, Prof Muffy Calder, Ms Bonnie Dean, Mrs Emma Gilmartin, Prof Roibeard O Maolalaigh, Dr Helen Stoddart
- Attending:** Dr Katie Farrell, Ms Cassie Masterton, Mrs Janell Kelly (clerk),

1 Welcome, apologies and introductions

The Convener welcomed members, both those attending in person and those joining via Zoom and acknowledged the apologies received. The Convener welcomed Dr Katie Farrell, attending to speak to Agenda Item 4, and Ms Cassie Masterton who was observing the meeting as part of her Ambitious Futures placement within the Equality and Diversity Unit (EDU).

2 Minutes of the Previous Meeting – EDSC/20191111/Minutes1.0

The minutes were approved as an accurate record.

3 Matters arising from previous meeting

3.1 – Action Sheet – Paper 1

Action 1 - Recruitment - BAME Application Success Rates

M Taylor confirmed in-depth race equality project work would now be following the commencement of C Masterton's placement.

Action 3 – Honorary Chaplains role descriptions

R Partridge advised there is no specific role description for Honorary Chaplains, however a new clause, relating to upholding the University's equality values and ensuring a commitment to support all students, has been added to the Letter of Appointment.

Action 5 - EHRC Inquiry into Racial Harassment at British Universities

M Taylor referred members to Paper 2, showing the Terms of Reference and Membership of the University's new EHRC Tackling Racism Short Life Working Group, noting the first meeting was held on 16 March 2020.

Action 7 – Disabled Staff Feedback

M Taylor confirmed all agreed actions/recommendations are all progressing:

- Two new e-learning courses on Reasonable Adjustments are now available, with the staff related version now mandatory for all line-managers/supervisors.
- Communications have been profiling both staff and student disability role models.
- Elise Gallagher, Deputy Director of Human Resources is taking forward the resourcing of support services for Disabled staff.
- 'Hidden Disabilities' session for Senior Leadership Forum is planned for 27 May 2020.

Clerk's Note: Due to the COVID-19 pandemic all planned University events from mid-March 2020 onwards have been cancelled.

Action 8 - Student Protected Characteristics Data

M Taylor advised Planning, Insight and Analysis have developed a new student statistical dashboard looking at the protected characteristics. This will allow for better comparisons and analysis going forward. Further information will be provided at the next meeting.

ACTION: EDU

Action 9 – Refugee and Asylum Seekers – CARA hosting

Members noted R Sandison is progressing the hosting of further CARA sponsored academics.

4 Athena SWAN – University Silver submission – Paper 3 & Appendix

K Farrell presented Paper 3, noting the original 30 April 2020 submission date had already been extended until 20 May due to strike action. It is unlikely to be further extended in light of the current COVID-19 situation.

Members reviewed the paper, set out to reflect various areas covered by Athena SWAN, noting the planned Silver submission builds on the implementation of the University's 2016 Bronze award action plan. K Farrell advised Institutional Silver submissions require further reflection on progress, demonstrated impact, along with an assessment of the experiences of career development and progression of our Professional and Support Staff. She stated the Appendices provide strong evidence for all of this, noting highlights as:

- narrowing of the gender pay gap;
- revising recruitment processes and embedding mandatory unconscious bias training;
- enhanced career development initiatives and support;
- significant investment in both women's leadership training and in the Academic Returners Scheme;
- important policy changes or new policies which reflect the family-and carer-friendly stance of the University – e.g. changes to maternity, adoption and paternity eligibility and enhanced payments, the Carers Policy and the new approach to Flexible Working.

K Farrell drew members' attention to the Future Actions shown within the paper, noting there remains ongoing meaningful impactful future work for the University, all of which will be reflected in the Silver submission's Action Plan.

Members discussed a number of areas within the report, noting the inclusion of REF 2014 data, whilst due to be out of date soon, is a specific requirement. Members acknowledged the Paper reflected the huge progress already seen across the University, evidencing a clear, positive direction of travel in this work which should lead to a strong submission. J Morrison thanked K Farrell and M Taylor for their efforts in this and looked forward to seeing a full draft.

Members noted SMG would have the opportunity to review the draft prior to submission.

ACTION: EDU

5 Staff Equality Monitoring Report – 2018-2019 – Paper 4

M Taylor presented Paper 4, the 8th annual Staff Equality Monitoring Report (based on a census date of 9 August 2019) and took members through the main points of note within the Executive Summary.

M Taylor highlighted the low rate of disclosure for many of the protected characteristics, advising the Higher Education Statistics Agency (HESA) have already highlighted this as an area for improvement for the University.

She drew members' attention to what appears to be better outcomes for BAME job applicants, noting this will be further investigated as part of the work to be undertaken by C Masterton. J Morrison suggested the comparator used within the Summary for the University's BAME UK staff; the BAME population of Glasgow (12%), may not be a suitable comparator as this figure includes children and younger people, noting the working age BAME population within Scotland would be more suitable. M Taylor agreed to look at this further.

ACTION: EDU

Members approved the report for publication, subject to the removal of both the Case Management section (marked as Confidential) and the detail relating to SMG disability disclosures within the Executive Summary. M Taylor advised Court would receive the publication version of the Monitoring Report via HR Committee.

ACTION: EDU

6 REF2021: Staff Circumstances that affected Research Productivity – Paper 5

M Taylor presented Paper 5 on behalf of Dr Allison Jackson and Dr Mark Mortimer of Research and Innovation Services. The paper provides information on the number of reductions submitted and approved and the Units of Assessment requesting a reduction in Outputs and then outlines the first stage Equality Impact Assessment (EIA) on the selection process of Research-only staff as independent researchers.

M Taylor advised over 400 requests for output reductions were received via the University's online portal, all of which were initially checked/verified by both central and local HR teams and College Research Offices, then reviewed by the REF2021 Staff Circumstances Equality and Diversity Group, which was co-chaired by J Morrison and C Barr.

M Taylor advised early indications are that the University received more requests for reductions than other similar institutions, noting however many requests did not meet the strict criteria. Members noted this may have resulted from both University and College's regular communications encouraging staff to submit requests on a voluntary basis.

J Morrison noted this was a particularly challenging process for both the staff submitting requests and those involved in checking and reviewing cases, in terms of the disclosure of difficult and complex circumstances. She stated the amount of work involved for all throughout should not be underestimated. M Taylor noted lessons must be learnt by both the University and REF themselves on the implementation of the processes required for future REF exercises.

M Taylor highlighted the EIA section of the paper details a statistically significant impact on BAME research staff being less likely to be deemed independent researchers. This will be investigated as part of C Masterton's race equality project work.

Members commented the technical nature of the statistical information within the EIA paper made it difficult to read and analyse. It was suggested, as the University is legally required to publish the EIA, it should be revised prior to publication. M Taylor agreed to pass on EDSC's comments to the authors.

ACTION: EDU

7 SFC and EHRC Memorandum of Understanding (MoU) – Paper 6 and Annex 1&2

Members discussed the recent MoU signed by the EHRC and the SFC and the possible implications

for the University relating to the regulation of the Public Sector Equality Duty (PSED). M Taylor stated the EHRC were concerned the PSED had not targeted and addressed inequalities effectively and by working with the SFC, it would help focus Further and Higher Education institutions on the most pressing areas.

Members noted there were concerns with the SFC now becoming both funder and regulator and it was unclear at this time what affect this would have on the ability of the University to set its own targets and goals in such areas as the Outcome Agreements or Equality Outcomes.

M Taylor advised there may be positives, as it may allow a consolidation of the many different Action Plans which the SFC have recently required of the FE and HE sector, e.g. British Sign Language Action Plan, Institutional Gender Action Plan and Gender Based Violence.

Members discussed the ability of the University and FE/HE sector as a whole to effect change through some of the required Action Plan areas, where Government, early years education and employers need to implement changes to see real and sustainable outcome improvements.

M Taylor suggested the University should join the SFC Evidence Group in order to be able to offer expertise and influence the direction of travel. Members agreed the University should offer a suitable representative.

ACTION: EDU

8 Student Items

8.1 – Disabled Students and COVID-19

T McFerran expressed concerns for Disabled students and those with Mental Health issues noting any feelings of isolation and anxiety will be magnified during the current situation and hoped the University will continue dialogue on support for and communication with these students.

J Morrison assured T McFerran the needs of disabled students were at the forefront of the University's COVID-19 Response Group's discussions and planning.

9 Equality Champions Updates

9.1 – Disability

F Coton reported the Disability Equality Group (DEG) has recently discussed the issue of students' Assistance Dogs in classroom situations. While officially accredited Guide Dogs and assistance dogs are highly trained, there remains an issue with owner-trained dogs, together with health and safety concerns around any dog, such as severe allergic reactions. F Coton noted DEG have referred the issue to the Health and Safety Committee asking for the development of University policy and guidance in the hope of balancing the disability related needs and rights of individuals with the health of others.

He also noted DEG had tasked Estates with finding a suitable location for an accessible toilet for the Committee Rooms area on Level 4 in the Main Building. The lack of one impacts on the many internal and external events held in this area; guests attending graduations were highlighted as experiencing particular difficulties accessing suitable facilities. D Duncan confirmed Estates were already looking at possible options.

9.2 – Gender

J Morrison reported the following updates and activities:

- University's Gender Based Violence Working Group will look at research however this will be put on hold due to the current situation.

- The successful International Women’s Day launch of the recreation of the 150-year old Professor’s Lion and Unicorn photo with nearly 60 of the over 200 senior women included in the new photo and social media video. This received lots of positive press coverage. The launch event was well attended and the ‘ideas board’ had resulted in variety of good suggestions, from possible Honorary degrees, commissioning photographic portraits of senior women and displaying them across the University, to replacing certain paintings in the Melville Room with either a suitably framed version of the new Lion and Unicorn photo or a portrait of Dame Katherine Grainger, alumna and the recently announced next, and first woman Chancellor.

9.3 - LGBT+

M Taylor reported on behalf of R O Maolalaigh:

- Following a submission to Stonewall’s Workplace Equality Index, the University has placed 148th out of 503, noting this was a significant improvement from the previous submission in 2011 (162nd out of 378). Feedback from the submission has highlighted further work for both the University and the staff LGBT+ Network.
- February’s LGBT History Month celebrations were a success with more events than ever being hosted by the SRC, student societies and student unions. The University’s main event, ‘In conversation with Jordan Daly’ was firstly postponed due to strike action. The rescheduled date of 19 March has now been postponed again. The hope is to reschedule again in Autumn.

T McFerran provided details of the many SRC events held and the successful #IAMPROUD video, noting his thanks to the SRC LGBTQ+ Officer, Indigo Korres, for her hard work organising these.

9.4 – Mental Health

D Duncan noted the last meeting was held in January, where the group discussed the additional £200,000 funding from the SFC, which he’d advised EDSC of previously.

He acknowledged the current COVID-19 situation will be a real challenge for staff and students. S Kirby stated again students’ already high levels of anxiety will only increase during this uncertain time. R Partridge confirmed the University would maintain student counselling facilities and will continue to signpost to Big White Wall service. He noted the expectation is there will be a spike in queries once the assessment arrangements are communicated. C Barr reminded members staff have access to PAM Assist as the University’s Employee Assistance Provider.

9.5 – Refugee and Asylum Seeker

R Sandison detailed recent activities in this area:

- It is hoped the University would become a ‘University of Sanctuary’ by June 2020. She noted there is a lot to do and has begun to meet with refugee staff and students to understand their lived experiences and what the University can do.
- The University has signed the pledge towards the UNHCR goal of 15% of refugees in higher education by 2030.
- 9-13 March 2020 was the STAR (Student Action for Refugees) Action Week. The University’s STAR group hosted an information evening for refugees and asylum seekers to raise awareness of the University’s existing support and routes to higher education.
- The University had hoped to host the Scottish Refugee Council’s AGM but this will not now happen due to COVID-19.
- Sabit Zazai, the Scottish Refugee Council’s Chief Executive has offered to deliver some staff training to the University.

- External Relations are hosting a Scottish Refugee Council volunteer. They are working with Widening Participation colleagues.

9.6 - Religion and Belief Update

The Convener reported the Glasgow University Muslim Students Association (GUMSA) had held their annual Islam Awareness Week in February.

He also advised the new University Chaplain, Rev Carolyn Kelly, was due to start on 1 April 2020. Rev Stuart MacQuarrie will provide a handover period until the end of April.

9.7 – Race

M Taylor reported, on behalf of B Dean, the University's 'Decolonising the University' conference, was planned for 23 March 2020 but this has been postponed. The hope is to reschedule it for October to coincide with Black History Month, with C Masterton providing support for it.

M Taylor noted she was not aware of any recent work or reports specifically relating to Age.

10 Items for Information

10.1 – Content Advice Guidelines – Paper 7

M Taylor advised the Content Advice Guidelines had been presented and approved at the recent Student Experience Committee.

10.2 – Equality and Diversity Essentials Training Statistics – Paper 8

Members noted the current overall completions figures, remain below the target 90% and indeed are slightly down since the last report and asked EDU to continue working with the Schools, Research Institutes and Services on how to target those who have not undertaken the mandatory courses.

ACTION: EDU

10.3 – University of Glasgow Draft Climate Change Strategy – Paper 9

M Taylor advised Dr Stewart Miller, the University's Sustainable Environment Officer, had asked for EDSC to review the draft Strategy, noting any specific comments or requests for amendments will be collated by M Taylor.

ACTION: All/EDU

11 Any Other Business

COVID-19

M Taylor reported she was aware of complaints of racial discrimination experienced by students who choose to wear face masks. T McFerran advised all the incident reported to the SRC have been off campus and there is no evidence any of the perpetrator were students or staff.

Members discussed the impact of the current COVID-19 pandemic, noting the many equality and inclusion challenges which will be faced by the University, staff and students by any 'lockdown' if imposed by the Scottish and UK Governments.

12 Date of Next Meeting

24 June 2020 at 14:00 – 16:00

Joint Committee of Consultation & Negotiation (JCCN)

Date: 18 February 2020

Time: 15.00-16.30

Location: Melville Room

Attendees:

David Duncan (DD)	Chief Operating Officer	Jim Spence (JS)	GMB
Christine Barr (CB)	Executive Director of HR	John Neil (JN)	Unite
Frank Coton (FC)	Vice Principal	Craig Daly (CD)	UCUG
Elise Gallagher (EG)	Deputy Director of HR	Jeanette Findlay (JF)	UCUG
Laura McCrimmon (LM)	EA to HRD (Minute)	Margaret Anne McParland (MAP)	UNISON

In Attendance: Item 3

Claire Williamson (CW)	Head of HR - University Services
Barry Morton (BM)	Director of Facilities Services

Minute

No	Item
JC173	<p>Welcome & Apologies JF welcomed everyone to the meeting, no apologies were received.</p>
JC174	<p>Approval of Minute & Matters Arising from 2 October 2019 The minute of the meeting of 2 October 2019 was approved as a true record; there are no outstanding actions. DD noted that the climate change consultation had been launched and that he would value the committee members' contribution to this consultation.</p>
JC175	<p>Facilities Service Review – Update CW & BM spoke to the Facilities Service Review slides they had presented at the University Change Consultation Meeting on the 3 February, at which each of the Trade Unions were represented. The purpose of that meeting was to:</p> <ul style="list-style-type: none"> • Provide a project update • Share plans for staffing within the James McCune Smith building and seek feedback • Provide information on current allowance arrangements for staff working across the Facilities Services functions • Share proposals for allowance arrangements for new staff working within the James McCune Smith building, building on the Harmonisation Agreement, and seek feedback • Commence dialogue on possible changes to allowances for existing staff working across the Facilities Services functions <p>BM outlined the potential changes (below) and the reason for them being within the scope of the project, which was primarily to provide better strategic alignment given the teams are more specialist and are considered to sit closer to service delivery on strategic objectives around Safeguarding, the Visitor Experience and integrated service delivery.</p> <ul style="list-style-type: none"> • Security to move to Student & Academic Services • Hunterian Front of House to move to The Hunterian

- Helpdesk (Job request processing) incorporated into the World Changing Glasgow professional services, estates service project
- Transport, mail services and stores will merge into a Logistics function
- The review will focus on service delivery through the cluster model with support through centralised services

CW acknowledged that there was a considerable volume of information shared at the meeting on both the project and terms and conditions changes. CW committed to now drafting a policy on the changes, which will be consulted upon prior to progressing.

A draft proposal on shift allowances is under development, the proposal aims to apply competitive shift allowances based on market rates, which are pensionable and paid monthly alongside normal pay, and will also help us to streamline some of the inconsistent local arrangements across the University. The draft proposal is being reviewed by HR staff and the trade union members will be consulted in due course.

Plans for staffing and terms and conditions, which are fit for purpose within the James McCune Smith building are currently under development. The building is expected to open and be operational from September 2020, with an open day for staff and recruitment expected in the summer. JF expressed concern at differing terms and conditions for new versus existing members of staff. CW noted that meaningful consultation and negotiation will take place prior recruitment of staff under the new proposed terms and conditions.

BM further noted that due consideration is being given to the how the University can best approach recruitment practices to address the gender imbalance in roles which appear to attract males or female into specific roles/areas.

JC176

UoG SubCos

The JULC met with the Principal, DD and CB on the 17 February to discuss concerns regarding UoG commercial entities, specifically Catering provision within the James McCune Smith building. DD advised that the current catering provision is not a cost-effective proposition for the future of the University; outsourcing and creation of a commercial subsidiary were both considered as viable options, with the establishment of a commercial subsidiary considered to be the best solution for the University and staff.

Robert Garnish (RG) is currently collating the information on the employee proposition requested by the JULC. MAP noted that the collective trade union position remains, in that they object to the establishment of a commercial subsidiary with different terms and conditions for staff. JF and MAP both expressed concern at the lack of meaningful consultation since initial announcements were made 18 months ago. DD confirmed that details of the proposed T&Cs would be shared with trade union colleagues. RG has also agreed to meet with the trade unions at more regular interviews.

Further to discussion the below points were clarified:

- The UoG respects the right of all staff to join a union regardless of the commercialisation or otherwise.
- There will be no impact to existing staff of the new James McCune Smith Catering provision as the posts will be advertised as external positions with their own terms and conditions.
- Should any UoG staff apply for the advertised posts they will be considered an external applicant.
- The new catering provision will not be taken to the OCGG as this is a new company not an organisational change.
- The commercialisation of the new catering provision has been discussed at Court; no objections were raised.
- Commercialisation of the Small Animal Hospital would be discussed at OCGG as existing staff will be impacted.

JC177	<p>VS Scheme Overview</p> <p>Applications to the open VS scheme for Professional Services staff closed at the end of September. Fewer than 60 people applied, with the majority of those being in University Services.</p> <p>MAP questioned why some Janitorial staff applications were rejected. CW noted that all applications were reviewed and approved or rejected under the criteria outlined in the Voluntary Service Policy – specifically an application would only be approved if the post was no longer required or significant financial savings were detailed in the application.</p>
JC178	<p>Updates: Organisational Change & Policy Review Group</p> <p>EG spoke to the paper on current Organisational Changes and Policy Reviews being undertaken across the University.</p> <p>CD questioned the process being undertaken in relation to the management-initiated review within the Social & Public Health Service Unit, highlighting that management have already named the individuals who are not at risk and the structure they envisage going forward. EG expressed the view that it would normal to note unaffected roles if they were not in scope. CD has raised concerns with the Head of HR for MLVS as it could be of concern that individuals are named when the matter is taken to OCGG. Action: EG will investigate further and provide feedback to CD.</p> <p>Small Animal Hospital (SAH)</p> <p>CD enquired how much teaching will be delivered by the SAH and if it could be possible that an external company are delivering teaching for the University. EG responded noting that teaching would be delivered by University staff hosted by the SAH, in a similar way to medical students training in the NHS. Consultation is ongoing.</p> <p>Student & Academic Services – LEADS</p> <p>JF asked if it was normal for restructuring to take place within an area more than once in a two-year period, in relation to Student & Academic Services – LEADS, where a considerable reshape took place in 2017. DD noted that the previous restructure was before he joined so likely to be closer 2016, now four years ago and further noted that there was no specific schedule for how regularly a service might be reviewed. It would be common practice for any new Director to review and restructure their function based on current needs as well as the vision for the future needs of the service. JF wished to note objection to any restructuring proposals moving forward in an area where existing grievances and accusations of bullying and harassment were being investigated. CB stated that JCCN was not the appropriate forum to discuss individual cases and further noted that all restructuring is subject to business need, where existing policies and procedures are in place to ensure organisational change is consulted upon and taken forward appropriately. Action: EG agreed to review and respond to JF</p> <p>PRG</p> <p>The Carers Policy was launched in January and has been well received by staff. The University have already received a carer positive accreditation for the work we have progressed in this space.</p> <p>Further to consultation and subsequent amendments, the Flexible Working Policy is now ready to be taken to SMG. The policy reflects the need for change in positioning and implementation of the policy rather than a specific change in criteria. Any launch of the enhanced policy would be followed up with management sessions to support the thought process aligned to considering and supporting flexibility requests, whilst ensuring business needs can still be met.</p> <p>JF congratulated everyone involved in the production of these positive policies and further acknowledged the hard work and effort which went into their development. Everyone should be extremely proud of this work and the benefits it will bring work life balance for staff. CB echoed this sentiment and further asked for the support of the trade unions to spread the positive message in</p>

	<p>relation to implementation and use of the policies. JF advised the Unions would be delighted to promote it, but expressed the Unions may lack persuasion when it came to management implementation.</p>
JC179	<p>Industrial Action</p> <p>CB reiterated that the University is hugely disappointed that UoG students will again face disruption due to industrial action. The University remains committed to ensuring the best possible pay and pension package for our staff across the institution, whilst remaining in the collective bargaining process. There is growing anger within the student population and plans are in place to reduce impact and minimise disruption best we can.</p> <p>DD suggested that it would be courteous to inform our student population in advance if their classes are cancelled during the industrial action, given many students face lengthy journeys at their own expense or face more challenging journeys due to disability.</p> <p>MAP questioned why the 2% pay offer was not to be put back on the table. DD advised that it had been rejected due to the 'strings attached' to it being accepted. MAP felt the wording could have been further revised to reach an agreement.</p> <p>CB noted that 140 institution are consulted through the collective bargaining, each with differing affordability issues. Splintering is a possibility as institutions such as ourselves could afford 2% whilst others cannot afford any increase at all. HEIs are beginning to have their own negotiations. JF expressed that a multi-year deal would be favourable. DD noted that UoG would welcome such a shift, but that it would need to be part of the collective bargaining with all the trade unions and HEIs being in agreement.</p> <p>MAP felt that the impact of IA is being downplayed by the University and requested that future communications should reflect the mood more accurately. DD / CB noted that the mood and impact is varied across the institution with pockets feeling it more acutely than others.</p>
JC180	<p>Coronavirus</p> <p>The situation in Scotland remains calm, with no reported cases to date. DD advised the JCCN of the current work being carried out by the Coronavirus groups at the University. One group is focused on communications; direct communication and social media. The other group is focused on recruitment of international students in the autumn. A series of matters are being considered, such as intake and students who plan to return home over the summer. It may be that there is a delayed start to academic year or distance learning is another possibility. There is considerable engagement going on with staff and students.</p> <p>An emergency planning exercise to prepare for a pandemic and how the University would respond will be scheduled in the coming weeks.</p> <p>FC noted that we should not underestimate the financial impact this outbreak could have on the University as well as the serious manufacturing and supply chain challenges which could result.</p>
JC181	<p>AOCB</p> <p>MAP questioned the contractual arrangements for the Starbucks which has opened on Campus. DD advised this is a 'proud to serve' buy-in contracted franchise, which is an appealing proposition for our international students and not an outsourcing arrangement. This is the first of its kind on campus and more such arrangements may be rolled out if it is successful.</p>

Next Meeting – 20 May 2020
Chair – David Duncan

Court Context Card - REPORT FROM 28 May 2020 Health Safety & Wellbeing Committee

Speaker	Dr David Duncan	
Speaker role	Chief Operating Officer and University Secretary	
Paper Description	For information only	
<i>Topic last discussed at Court</i>	Last report to Court was 15 April 2020	
<i>Topic discussed at Committee</i>	N/A	
<i>Court members present</i>	Dr David Duncan	
<i>Cost of proposed plan</i>	N/A	
<i>Major benefit of proposed plan</i>	N/A	
<i>Revenue from proposed plan</i>	N/A	
<i>Urgency</i>	N/A	
<i>Timing</i>	N/A	
<i>Red-Amber-Green Rating</i>	N/A	
<i>Paper Type</i>	For information only	
<i>Paper Summary</i>	Agenda Draft Minute Action Log	
<i>Topics to be discussed</i>	N/A	details e.g. of any major items for Court discussion
<i>Action from Court</i>	N/A	For discussion/information - approval (as applicable)
<i>Recommendation to Court</i>	N/A	insert recommendation if Committee have made one
Relevant Strategic Plan workstream	N/A	Empowering People, Agility, Focus (delete as applicable)
Most relevant Primary KPI it will help the university to achieve	N/A	see kpis at https://www.gla.ac.uk/explore/strategy/kpi/ and select
Most relevant Secondary KPI it will help the university to achieve	N/A	see kpis at https://www.gla.ac.uk/explore/strategy/kpi/ and select
Risk register - university level		10 insert details from risk register headers
Demographics	All staff, students and visitors	
<i>% of University</i>		Insert any key %s e.g. all staff /All PGs / x% of students or part of estate etc
Operating stats		
<i>% of</i>		Insert any relevant key operational stats relating to the report/paper
Campus	All locations	
External bodies		All locations / or relevant part of UoG
Conflict areas		list any relevant to your committee report/paper e.g. UK Government; Scottish Government; SFC; USS;Glasgow city council etc
Other universities that have done something similar		Give details
Other universities that will do something similar		insert any relevant info
Relevant Legislation		insert any relevant info
Equality Impact Assessment		e.g. planning, health and safety, employment etc.
Suggested next steps		details if done for the activities described
Any other observations		if any notes for Court

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Thursday 28 May 2020 at 10:00 AM via Zoom

Present: Dr David Duncan, Mrs Elise Gallagher, Mr James Gray, Mr Peter Haggarty, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr John Neil, Mr Cyril Pacot, Mr Deric Robinson, Ms Gillian Shaw, Ms Aileen Stewart, Mr Dave Thom, Mr Graham Tobasnick, Ms Selina Woolcott, Mr Luke McBlain, Mr Tom McFerran

In Attendance: Ms Debbie Beales, Mr David Harty

Apologies: Ms Louise Stergar, Mr Paul Fairie

HSWC/2019/1 Minutes of the Meeting held on Thursday 5 March 2020

The Minute of the meeting held on Thursday 5th March 2020 was approved.

HSWC/2019/2 Matters arising

HSWC/2019/2.1 Contractor activity (verbal update DH)

Mr Harty informed the Committee that, due to lockdown, there were very few contractors on campus. Chemtek continue to provide water management/servicing with Dante providing fire alarm management, Zurich performing lift checks and Servest maintaining mechanical and electrical equipment. E&CS teams continue to meet with Multiplex to finalise what measures need to be put in place for sites to re-open safely. The Committee were informed that sites should be re-opening on the 15th of June 2020.

HSWC/2019/2.2 Centralisation of PAT (verbal update BM)

Due to the Covid-19 lockdown, this trial has been postponed. The Committee will be updated once the trial has been completed.

HSWC/2019/2.3 Fire safety policy, final version (Paper 1)

The Committee noted the Paper that was circulated. The Committee approved the Fire Safety Policy and thanked Mr McLean for his work on the Policy.

HSWC/2019/2.4 Workload audit action plan (Paper 2)

The Committee noted the Paper that was circulated. Dr Duncan informed the Committee that the audit had taken place in the School of Life Sciences in response to the results of the School staff survey. School management, staff and TU's are working together to develop a workload model for academic staff to be piloted. If accepted, this will be applied to all academic staff within the School.

HSWC/2019/2.5 Implementation of reasonable adjustments passport (verbal update EG)

Mrs Gallagher informed the Committee that, due to the current lockdown, this item has not been fully addressed. Human Resources will be updating the Managing Attendance Policy and are looking at integrating the reasonable adjustments passport into that.

HSWC/2019/2.6 Staff safety communication (verbal update BM)

Mr Harty informed the Committee that a communication will be published on how staff should react in an emergency, along with emergency contact numbers, once the Campus has re-opened.

HSWC/2019/2.7 Pandemic desktop exercise, lessons learned (Paper 3)

The Committee noted the Paper that was circulated. Dr Duncan informed the Committee that these exercises were extremely helpful and that more will follow in the future. Once the current situation has been resolved, and the University has re-opened, a lessons learned exercise will take place.

HSWC/2019/2.8 Assistance dogs in the workplace, draft policy (Paper 4)

The Committee noted the Paper that was circulated. Human Resources support the measures within the Policy and the HR Policy Review Group will discuss the precise wording, whilst consulting the Vet School, prior to final approval. The Committee asked that the use of leashes on dogs being walked on the Gilmorehill campus be added to the Policy.

HSWC/2019/3 OH Report (Paper 5)

The Committee noted the Paper that was for information only.

HSWC/2019/4 SEPS Report (Paper 6)

The Committee noted the Paper that was for information only.

HSWC/2019/5 Audit update (Paper 7)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there had been an exceptionally low response due to the current lockdown.

HSWC/2019/6 EAP Report (Paper 8)

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that figures have dropped, with very low uptake in the last quarter. These figures are similar to those across other institutions and might be due to staff not having a quiet space at home for a telephone consultation or simply not having time due to childcare issues. The Committee agreed that a communication should be sent to all staff reminding them that this service is still available, along with the Big White Wall.

HSWC/2019/7 Sickness absence stats (Paper 9)

The Committee noted the Paper that was circulated. Mrs Gallagher informed the Committee that annual absence is 2.5% which is consistent with other comparable institutions. Trends show that there is still significant under reporting of sickness absence within academic areas, especially short-term absence. There have been 36 Covid-19 related absences, which equates to 339 days, that have mainly been confirmed by testing. There have been 314 cases of self-isolating, 2,500 days, but HR are unsure whether these people were working from home or not.

HSWC/2019/8 Covid-19

HSWC/2019/8.1 Safety of staff on campus

The Committee discussed the safety of staff on campus. Dr Duncan informed the Committee that there is a University Recovery Planning Workstream Group, which meets regularly to progress plans across 4 streams: People and Staff, Research, Academic, Student Support and Facilities. Dr Duncan extended an invitation to the TU members on the Committee to nominate a representative to join the group and Mr Kennedy volunteered to consult with colleagues to agree a nominee. The final draft of the Campus Recovery Plan will be submitted to the RPWSG the following week.

HSWC/2019/8.2 Mental health and wellbeing

The Committee agreed that the mental health and wellbeing of staff is likely to be affected by the current pandemic and subsequent lockdown. As agreed in the discussion on the EAP Report, a communication will be sent out, reminding staff of all the support services that are available.

HSWC/2019/8.3 Gradual reopening of campus

Mr Harty informed the Committee that he is working on a Moodle induction which everyone will need to complete before being allowed back on campus. This will be live in the next week. Signage, markings and one-way systems will be set up to encourage social distancing.

HSWC/2019/8.4 Implementing social distancing

Mr Harty informed the Committee that E&CS are working on separate guides for staff, students, line managers and staff working from home. These will advise people on how to work safely and will be forwarded to the Committee for comment.

HSWC/2019/8.5 PPE and face coverings

Dr Duncan informed the Committee that the University will encourage people to wear face coverings, provided by the University, in busy areas. Temperature checks will also take place to monitor staff and students.

HSWC/2019/9 University engagement with staff safety reps (verbal discussion CK)

Mr Kennedy informed the Committee that the issue of management engaging with TU safety reps has been improving since the issue was highlighted. Mr Kennedy reiterated that TU safety reps want to be engaged and consulted on all safety related matters and that anyone wishing to contact their TU safety rep should do so using the generic email address.

HSWC/2019/10 Any Other Business

HSWC/2019/10.1 Return to campus - principles

The Committee noted the Paper that was circulated. Dr Duncan informed the Committee that a working group had developed a set of principles to be used for staff and students to return to campus safely. The Committee discussed the principles and asked that some principles be merged, to reduce the total amount of principles, and that supplies of hand sanitiser be added to the same principle as temperature checks and face masks.

HSWC/2019/10.2 Risk assessment for Covid -19

The Committee noted the Paper that was circulated. Mr McLean has created a generic risk assessment to demonstrate the high-level control measures the University has in place, with regard to Covid-19, to enable a gradual, safe re-opening of campus. The Committee agreed that the document should be updated on a regular basis and circulated to Committee members on a fortnightly basis. Mr Kennedy agreed to nominate a TU safety rep to join the Return to Work Covid Recovery Workstream.

HSWC/2019/11 Date of Next Meeting

The next meeting of the HSWC will take place on Thursday 1st October 2020 at 10am in the Melville Room.

DRAFT

University of Glasgow

University Court – Tuesday 23 June 2020

Communications to Court from the meeting of Senate held on 4 June 2020

Ms Helen Butcher, Senate Office

(All matters are for noting)

1. Academic Session Dates 2020-21

Miss Rachel Sandison, Vice-Principal, External Relations, informed Senate that, in light of the likely impact of the COVID-19 pandemic on teaching during the 2020-21 academic session, a short-term working group had been established to review all viable options and make recommendations to the University's Senior Management Group (SMG) on an appropriate course of action. The following decisions had been approved by SMG:

- Undergraduate teaching would be restarted as originally scheduled on 21 September 2020, other than for professional subject areas that had agreed previously to begin programmes at an earlier date.
- Approximately 70 Postgraduate Taught (PGT) programmes would have a start date of 11 January 2021. All other PGT programmes would begin on 21 September 2020, other than PGT programmes in the College of Medical, Veterinary and Life Sciences where a November 2020 start date had been proposed, and a number of programmes in the Schools of Engineering and Geographical and Earth Sciences, which would start in January 2021.
- A number of recommendations had been agreed in relation to duration of study, accommodating delayed start dates for international students in the event of travel disruptions, pre-sessional activities, and the University's approach to managing deferrals.
- A set of communications had been sent to applicants, offer holders, agents and current students to inform them of start dates.

Members enquired about the potential impact of travel restrictions and the future requirement for students to quarantine on arrival in the UK. Members also asked about the potential impact of the Government's 'Test, Trace and Isolate' strategy on students and if the Student Awards Agency Scotland (SAAS) and the Scottish Funding Council were supportive of the University's flexible approach to course start dates. Miss Sandison noted that the University was in the process of developing a framework to support students and minimise any disruption that might be caused by future travel restrictions or quarantine measures. The University was also working closely with SAAS and SFC, who were supportive of the University's plans to allow flexible start dates for students. Furthermore, Miss Sandison informed Senate that ensuring the health and safety of students was the main priority and that resources had been set aside to support students that might be required to quarantine or self-isolate.

2. Academic Regulation: No Detriment Policy

The Clerk of Senate informed Senate that the University had developed and approved a No Detriment Policy in conjunction with the Students' Representative Council for the April/May assessment diet and the rest of the 2019-20 academic session. The Policy had been introduced to take into account the disruption caused by the COVID-19 pandemic on students undertaking assessments in Semester two of the 2019-20 academic session. The Policy applied to all assessments scheduled after 15 March 2020 and temporarily replaced the University Regulations on Incomplete Assessment and Good Cause. The Policy recognised the potential disruption the pandemic could have on student assessment and therefore included various measures to mitigate dips in performance during the period of the pandemic without requiring students to submit Good Cause claims for this period. Alongside this Policy, the University had produced some guidance notes for students to inform them about key aspects of the Policy. To assist members of staff in the calculation of students' GPAs, the Policy included a range of worked examples. Further guidance on other areas of academic policy affected by the COVID-19 Pandemic, including irregular curricula, visiting students, students returning from study abroad, and honours entry, had also been published.

3. World-Changing Glasgow Transformation Assessment and Feedback Business Case

Professor Moira Fischbacher-Smith, Vice-Principal, Learning and Teaching, reminded members of Senate that an Assessment and Feedback Transformation Project had been established in June 2018 to develop and deliver improvements to the experience of assessment and feedback for students and staff of the University. The project had undertaken a significant programme of work to understand the current framework within which assessment and feedback operated at the University and more widely across the sector. That work enabled development of the Assessment and Feedback Vision and Principles for the University, from which a recommended way forward was approved by the World-Changing Glasgow Transformation (WCGT) Project Board.

In collaboration with PA Consultancy, the project team developed a business case, which set out how the preferred option could be realised. Implementation of the preferred option would result in changes to the University's policy, practice, technology and operations. These changes included:

- The creation of an assessment and feedback policy suite.
- Implementation of a 'Learning Through Assessment' practice model.
- Assessment and feedback technology aimed to improve user experience and reduce transactional tasks.

Professor Fischbacher-Smith informed Senate that the Assessment and Feedback Business Case and associated project plans were developed prior to March 2020. Therefore, in light of the COVID-19 Pandemic, the project's immediate priorities would shift to:

- Identifying which elements of the project could be accelerated to support the University's COVID-19 response.
- Identifying any changes that could be made to practice, policy and technology that would support blended delivery of assessment and feedback.
- Absorbing any lessons learned from the current COVID-19 response teams across the University.

Regarding the next steps for the project, Professor Fischbacher-Smith noted that the Business Case would be progressed through the University's governance structures, and the

Project Board would continue to develop the 'Learning Through Assessment' practice model. The Project Board would also work with University colleagues to identify changes required for September 2020, and engage with University stakeholders to understand the potential impact of changes delivered in September 2020.

Members of Senate raised concerns about the general visibility of the WCGT team across the University and enquired about the level of support that had been provided by the team since the start of the COVID-19 Pandemic. Professor Fischbacher-Smith noted that the Assessment and Feedback Project Board had received considerable assistance from the WCGT team. Professor Neal Juster, Senior Vice-Principal and Deputy Vice-Chancellor, also highlighted that the WCGT team had assisted the University in developing urgent plans for the timetabling of classes and bringing staff and students back on campus during the 2020-21 academic session. Other members of Senate noted that the WCGT team had assisted Schools to put structures in place to respond to student queries about online exams.

4. Lecture Recording Policy

Mr Scott Kirby, President of the Students' Representative Council, informed Senate that a new Lecture Recording Policy had been developed over the past year, which moved the University's position on Lecture Recording from opt-in to opt-out. The existing Policy had been rewritten throughout with updates on permitted use of recorded lectures and it had been considered extensively by various School, College and University Committees, the SRC, and the University's branch of the University and College Union. The Policy referred to lecture recording using automated University systems and was primarily focused on recording of on-campus lectures. Implementation of the Policy would be supported by clear guidance to students and staff, with information on how to operate lecture recording systems and how best to use recorded lectures for educational purposes. Much of this guidance had already been developed and would continue to be finalised in the coming weeks. All guidance was being developed in line with research and best practice in the area, and some of it in collaboration with other universities.

Mr Kirby informed Senate that the intention was for the policy to be implemented from Semester 1 of the 2020-21 academic session. While the effects of the COVID-19 Pandemic would mean that teaching on campus during 2020-21 would differ significantly from the University's usual approach, it was hoped that staff would have the opportunity to implement the Policy where possible, and that this would assist in the refining of guidance.

Members of Senate acknowledged that the intent of the Policy was broadly positive but raised concerns about the implementation of the Policy by individual Schools. Professor Fischbacher-Smith noted that detailed guidance would be provided to assist Schools in the implementation of the Policy and to ensure that the Policy was introduced consistently across the University.

Senate approved the University's Lecture Recording Policy.

5. Student Experience Committee: Report of meeting held on 21 May 2020

Senate received a report from the Student Experience Committee (SEC) meeting held on 21 May 2020 and was invited to approve the Student Surveys Policy. Senate approved the Student Surveys Policy.

Senate also noted the following items from the Committee's report:

- COVID-19 updates
- Student communications - newsletter
- SEC/LTC Away Day

- Investment in student bodies
- End of cycle admissions report and look forward
- EHRC Tackling Racism Working Group

Senate approved the report from the 21 May 2020 meeting of SEC.

6. Research Planning and Strategy Committee: Reports of the meetings held on 19 February and 27 April 2020

Senate received reports from the Research Planning and Strategy Committee (RPSC) meetings held on 19 February and 27 April 2020. Professor Chris Pearce, Vice-Principal for Research, informed Senate that the social distancing measures implemented to restrict the spread of COVID-19 had resulted in the halting of most research projects which required access to the University's campuses. The University was now planning a gradual return of research activities on campus. However, it was recognised that restarting research activities was a challenging exercise where a balance would have to be struck between the need and desire to restart research, and the need to ensure the safety and wellbeing of staff and students. To assist in the phased return of research students and staff to campus, the University had produced guidance, which contained a set of principles that would be applied locally by Colleges, Schools and Research Institutes. This guidance would evolve based on emerging Government guidance and on consultation across the University, including with individuals who would be implementing the restart of research and with the campus trade unions.

Regarding support for PhD students, Professor Pearce noted that the University would be offering financial support to students whose academic progress had been impacted by COVID-19 related disruption. Students in the final year of their funded projects could apply for stipend support, and the University would offer financial support relating to costs incurred during the disruption itself. Furthermore, all PhD students were eligible to apply for financial aid relating to current financial difficulty via the University's Hardship Fund. In relation to externally grant-funded PhD students, Professor Pearce informed Senate that all UK Research Councils had announced an extension for final year students of up to six months.

The following items were also noted from the RPSC reports:

- Update on Open Access
- Consultation on Action Plan for Concordat for Career Development of Researchers
- Consultation on the future institutional Research and Innovation Strategy
- Review of research centres
- Flexible funds to support research collaborations
- Enlighten: Esteem update
- Managing access to online surveys: Current status and future implementation
- Research Beacons
- Muscatelli Report
- Innovation arm of Institutional Research and Innovation Strategy 2020-2025
- University of Glasgow and sector COVID-19 mitigation plans
- Online surveys
- Scottish Funding Council Global Challenges Research Fund international fee waivers

Senate approved the reports from the meetings of RPSC held on 19 February and 27 April 2020.

7. Education Policy and Strategy Committee (EdPSC): Report of meeting held on 6 May 2020

7.1 Quality Management

Professor Fischbacher-Smith informed Senate that in response to the COVID-19 pandemic the University would adopt a balanced approach to quality management for the remainder of the current academic session and for the 2020-21 academic session, with a view to streamlining activity while continuing to comply with the requirements of the Scottish Funding Council (SFC). In particular, Schools had been given the authority to make rapid changes to courses, outwith normal approval requirements, in response to lockdown and the closure of campuses in order to complete teaching for the current academic year. Similarly, for the coming session Schools were permitted to make appropriate changes to courses to facilitate conversion to remote/blended delivery in response to ongoing requirements associated with the pandemic, such as physical distancing. The University's Annual Monitoring process would continue in a modified form for 2019-20 and 2020-21. Planned development of the process that had previously been agreed by EdPSC had been paused for the immediate future. Existing arrangements for Annual Monitoring would be adapted to incorporate a lighter touch approach, focusing on key issues concerning the student experience and performance in the context of COVID-19 and on lessons learned and issues to take forward for 2020-21. In view of its essential contribution to quality management, the External Examiner system would operate as normal.

Professor Fischbacher-Smith reminded Senate that the University's Periodic Subject Review (PSR) process was a requirement of the Quality Enhancement Framework (QEF) and the subject of annual reporting. There were indications from the SFC that some flexibility might be possible, which would be negotiated with individual institutions. It was anticipated that the situation would be similar for the Graduate School Review. Regarding Student Representation and Student-Staff Consultation Committees, Professor Fischbacher-Smith noted that these processes were key representational mechanisms for students and should be maintained fully to identify the elements of the University's response to the COVID-19 pandemic that had worked effectively.

7.2 Learning Analytics Policy

Professor Fischbacher-Smith informed Senate that EdPSC had given in principle approval to the University's new Learning Analytics Policy. The Policy had been developed to underpin and regularise a secure environment in which staff could have confidence in using different types of data to support student learning, while ensuring that students' best interests were protected.

Members of Senate noted that College Ethics Committees might have limited experience of considering applications from researchers seeking to use student data for learning analytics purposes. Professor Wendy Anderson, Convener of the Learning Analytics Workstream, noted that no changes had been made to the University's ethics procedures and that the Chair of the University Ethics Committee, Professor Georgina Wardle, had been a member of the workstream that helped to create the Policy. Members of Senate also enquired about third party use of student data. It was noted that queries of this nature should be directed to the Data Protection and Freedom of Information Office.

The following items were also noted from the Committee's report:

- No Detriment Policy
- Academic Standards Committee: Report of meeting held on 24 January 2020

- Learning and Teaching Committee: Report of meeting held on 29 January 2020
- Collaborative provision - new Erasmus funding proposals
- Revised Accessible and Inclusive Learning Policy

Senate approved the report from the 6 May 2020 meeting of EdPSC, including the University's Learning Analytics Policy.

8. Clerk of Senate's Business

8.1 Cancellation of graduation ceremonies and arrangements for conferring honorary degrees

The Clerk of Senate reminded Senate that the summer 2020 graduations had been cancelled early on in the COVID-19 pandemic when social distancing measures had been put in place. Students would graduate in absentia, with parchments sent from the University through the post. Graduation ceremonies would be held for these students when they become possible in the future. The Clerk of Senate also informed Senate that a decision would be made in August about the winter 2020 graduations.

Regarding arrangements for the conferring of honorary degrees, the Clerk of Senate noted that all honorary graduands that were due to receive their degrees in June 2020 would receive them in June 2021 instead. The next call for honorary degree nominations for awards in June 2022 and thereafter would take place in August 2021. The Clerk of Senate also noted that Commemoration Day, which was due to be held on 17 June 2020, had been postponed

9. University Court: Communications from the meeting held on 15 April 2020

Senate received and noted the report from the University Court meeting held on 15 April 2020. Dr David Duncan, University Secretary and Chief Operating Officer, highlighted that Dame Katherine Grainger, Britain's most decorated female Olympian, would be appointed as the next Chancellor of the University. Dame Katherine would succeed Professor Sir Kenneth Calman, who was stepping down after fourteen years in the post. Dame Katherine would start her post as the first female Chancellor of the University, in June 2020.

The following items were also noted from the Committee's report:

- COVID-19/Coronavirus update and planning
- Report from the Principal
- Report from the University Secretary
- Reports from Court Committees: Student Experience Committee
- Senate matters