



# University of Glasgow

## Court

A meeting of Court will be held on **Wednesday 27 September 2023** at **2pm** in **Advanced Research Centre/Zoom**

Amber Higgins, Executive Officer and Clerk to Court 330 4976 [amber.higgins@glasgow.ac.uk](mailto:amber.higgins@glasgow.ac.uk)

## AGENDA

Item	Title	Lead	Paper No.	Page No.	Action
1.	<b>Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest</b>	Convener	Oral		
2.	<b>Minutes of meeting held on Tuesday 20 June 2023</b>	Convener	2.	3-13	For approval
3.	<b>Matters arising not otherwise on the Agenda</b>	Convener	Oral		
	<b>Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.</b>				
4.	<b>*Risk Register</b> <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Gregor Caldow	4. and annexes	14-61	For approval
5.	<b>*Report from the Principal</b> *Student Admissions including RUK *Political & Higher Education Developments *CRUK Beatson Institute *University Rankings *SMG Business	Principal	5. and annexes	62-74	For information/discussion
6.	<b>*Report from the University Secretary</b> *RAAC *Court Strategy Day *Appointments *Court Business 2023/24 *SFC Outcome Agreements & Self Evaluation 2022/23 *Student Contract – to follow *Pay & Pensions *Trusted Research *Named Chair *Honorary Fellowship *Rector's Election 2024	David Duncan	6. and annexes	75-177	Items for approval/ otherwise for discussion/ information
7.	<b>Student Matters, including: Rectors update, SEC Report, SRC President update</b>	Hailie Pentleton-Owens/ Rector/ David Duncan	Oral report		For information/discussion

<b>8.</b>	<b>Reports of Court Committees</b>				
8.1	Finance Committee *Committee Remit	Gavin Stewart	8.1 and annexes	178-209	Items for approval/ otherwise for discussion/ information
8.2	Estates Committee	Stuart Hoggan	8.2 and annex	210-219	For information/ discussion
8.3	Audit & Risk Committee *Committee Remit	Elspeth Orcharton	8.3 and annex	220-231	For information/ discussion
8.4	IPSC	Frank Coton	8.4	232-238	For information/ discussion
8.5	P&OD Committee	June Milligan	8.5 and annexes	239-252	For information/ discussion
<b>12.</b>	<b>Any Other Business</b> 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		
<b>13.</b>	<b>Date of Next Meeting</b> Wednesday 22 November 2023 at 2pm – venue to be confirmed. A Pre Court Briefing will be held at 12pm.				



## **Court – Overview**

**Tuesday 20 June 2023**

### **CRT/2022/55. Annual report on Research**

Court received an update from Professor Chris Pearce, Vice Principal (Research and Knowledge Exchange) on the University's Research Strategy which was published in 2020. The Research Strategy had a simple message: by working in teams, building on each others ideas and making Glasgow the best place to develop a career, research transforms lives and changes the world.

### **CRT/2022/56. University Strategy – KPI Update**

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic) on the KPIs. It was reported that: 9 KPIs were below target (RED); 6 KPIs had not been met but were moving in the right direction (AMBER); and 4 KPIs were currently meeting the targets set (GREEN).

Court approved the changes to the Student satisfaction and Student engagement KPIs.

### **CRT/2022/57. Budget 22/23 and Financial Forecasts**

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic), and Gregor Caldow, Executive Director of Finance on the Budget for 23/24 and the financial forecasts. Professor Frank Coton outlined the main themes in the budget submission.

Court approved the budget for 2023/24 and the financial forecasts.

### **CRT/2022/58. Report from the Principal**

#### ***CRT/2022/58.1 Higher Education Developments & Scottish Government Budget***

Court received the report from the Principal – Paper 7 and the following areas were noted:

- Review of the Skills Delivery landscape –
- International Students Visa policy changes –.
- SFC Grants 2023/24 – There had been a minor adjustment to the Main Teaching Grant allocation between the indicative and final funding announcements - a decrease of 0.2%.

### **CRT/2022/59. Report from the University Secretary**

Court noted the report from the University Secretary – Paper 7. The following areas were discussed in further detail.

*CRT 2022.59.1 Ross Report*

Court noted that the University continued to implement the recommendations of the report by Morag Ross KC and was broadly on track to complete the implementation process before the start of academic year 2023/24.

*CRT 2022.59.5 Named Chair - Pontecorvo Chair of Pharmacogenomics*

Court noted a draft resolution for a new named chair. Court approved the draft resolution to move to public consultation.

**CRT/2022/60. Student Matters, including: Rector's Report; SEC Report; SRC President update**

*CRT 2022.60.2 SRC President's Report and SRC Annual Report*

The SRC President provided a presentation to Court on the SRC Annual Report. During the discussion it was noted that a large amount of time and effort had been put in over the last 12 months to ensuring that students felt part of a community and were supported.

**CRT/2022/61. Reports of Court Committees**

*CRT/2022/61.1 Finance Committee*

Court also noted that the Committee had approved in principle an RCF of between £120m and £200m and delegated authority to the Chair, Vice-Chair and Executive Director of Finance to sign documentation as long as covenants are no more restrictive than present conditions.

*CRT/2022/61.6 Nominations Committee*

Court approved the appointment of Kerry Christie as a Co-opted Lay Member of Court from October 2023 for four years initially.

Court approved the appointment of Gavin Stewart as Convener of Court from 1 August 2024 for four years initially.

Court approved the appointment of Stuart Hoggan as the Chair of Estates Committee.

**CRT/2022/62. Senate Matters**

Court approved the College name change from College of Arts to College of Arts and Humanities effective from 1 August 2023.

Court approved the School name change from School of Interdisciplinary Studies to School of Social & Environmental Sustainability effective from 1 August 2023.



## Draft Court

### Minute of Meeting held on Tuesday 20 June 2023

#### Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Professor Craig Daly (Trade Union Nominee), Professor Nicola Dandridge (Co-opted Member), Mr David Finlayson (Co-opted Member), Theo Frater (SRC Assessor), Professor Dan Haydon (Elected Academic Staff Member), Professor Nick Hill (Elected Academic Staff Member), Stuart Hoggan (General Council Assessor), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member), Professor Kirsteen McCue (Elected Academic Staff Member), Mr Ronnie Mercer (Co-opted Member), Dr Christine Middlemiss (General Council Assessor), Professor Sir Anton Muscatelli (Principal), Dr June Milligan (Co-opted Member), Ms Elspeth Orcharton (Co-opted Member), Rinna Väre (SRC President), Dr Bethan Wood (Elected Academic Staff Member).

#### Attending:

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Amber Higgins (Executive Officer and Clerk to Court), Professor Martin Hendry (Clerk of Senate), Hailie Pentleton-Owens (SRC President-Elect) and Professor Chris Pearce (Vice Principal – Research and Knowledge Exchange) for item CRT/2022/55 only.

#### Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Paula McKerrow (Trade Union Nominee), Lady Rita Rae (Rector), Shan Saba (Co-opted Member), Mr Gavin Stewart (Co-opted Member).

#### CRT/2022/52. Announcements

The Convener welcomed Hailie Pentleton-Owens (SRC President-Elect) and Professor Chris Pearce (Vice Principal – Research and Knowledge Exchange) to the meeting.

There was the following declaration of interest in relation to the business being conducted at the meeting: Professor Sir Anton Muscatelli as a member of the USS Trustee Company, as an ongoing declaration, given the updates on the scheme; and Dr David Duncan as a member of the UCEA - National Negotiating Team.

It was noted that Court had received a presentation on the Keystone building and size and shape of the University by Ian Campbell (Executive Director of Estates), Peter Haggerty (Director of Construction and Capital Programme), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Gregor Caldwell (Executive Director of Finance) and David Duncan (University Secretary and COO) and Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

**CRT/2022/53. Minutes of the meetings held on Wednesday 19 April 2023**

The minutes were approved.

**CRT/2022/54. Matters Arising**

No matters were raised.

**CRT/2022/55. Annual report on Research**

Court received an update from Professor Chris Pearce, Vice Principal (Research and Knowledge Exchange) on the University's Research Strategy which was published in 2020. The Research Strategy had a simple message: by working in teams, building on each others ideas and making Glasgow the best place to develop a career, research transforms lives and changes the world.

Court noted that the research income per academic FTE had dropped from 5<sup>th</sup> (2017/18) to 9<sup>th</sup> (2021/22) in the Russell Group. Despite this drop in the rank position, UofG recorded a jump in research income compared to 2020/21, from £173.3m to £196.1m (13.2% increase and back to pre-pandemic levels). In contrast to this KPI, Research Awards provided a leading indicator and in calendar year 2022, the total Research Awards were the highest they have ever been at £230M, 44% higher than 2021.

During the discussion it was noted that the most significant response to this changing landscape was a major new initiative called Glasgow Changing Futures that was currently under development. This programme of activity would be an institutional commitment to tackling major societal challenges, and a proactive approach to our contribution to the UN Sustainable Development Goals. It was also note that a new University-wide Centre for Data Science & AI had been approved and would be the epicentre of research into fundamental data science, artificial intelligence, and their applications.

Court thanked Professor Chris Pearce for the update on Research.

**CRT/2022/56. University Strategy – KPI Update**

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic) on the KPIs. It was reported that: 9 KPIs were below target (RED); 6 KPIs had not been met but were moving in the right direction (AMBER); and 4 KPIs were currently meeting the targets set (GREEN).

During discussion it was noted that the KPI target delivery date was 2025 but that 7 KPIs were unlikely to be met: Doctoral Degrees Awarded; Research Income; Large grant capture; Colleague Diversity; UG Mobility; Student Undergraduate Progression; and Graduate Employability.

Professor Coton outlined a proposal to change two KPIs - Student satisfaction and Student engagement to new assessment methodologies. Court approved the changes to the Student satisfaction and Student engagement KPIs.

Court thanked Professor Frank Coton for the update on KPIs.

## **CRT/2022/57. Budget 22/23 and Financial Forecasts**

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic), and Gregor Caldow, Executive Director of Finance on the Budget for 23/24 and the financial forecasts. Professor Frank Coton outlined the main themes in the budget submission.

During the discussion it was noted that the University had entered this planning round with a strong foundation and had built cash reserves in excess of £650m including substantial free reserves that could now be leveraged alongside its academic strength to have a significant impact during and beyond the planning period, delivering improvements in research, teaching, innovation and student and staff experience via investment in the thematic strategies and underpinning Estates and IT infrastructure. The presentation set out how the various initiatives that the budget was supporting related to the University strategy and the impact they were expected to deliver.

Since March the gap to target had been closed to enable the free cash low point to be held at zero by 2027, with actual cash of £258m. Operating cash generation had increased by £91m to £552m over the budget period. The proposed investment plan outlined an ambition to invest over £800m to drive the University forward. This involved significant commitments in Estates and IT projects, in particular the Keystone building at ~£260m. While these provided significant opportunity, it was noted that care needed to be taken to continue to protect the University from downside risks, particularly as the investments would reduce free cash (ie cash in excess of our reserves policy) to zero, before returning to positive free cash post construction of Keystone. This protection included maintaining cash balances set out in the financial framework but also providing access to additional liquidity through a revolving credit facility ("RCF") should this be necessary. It was also noted that Banking covenants were forecast to remain within compliance throughout the long-term cash flow.

During the discussion it was reported that the following priorities had been agreed:

- People First
- Research Power and Funding
- Enabling Growth
- Student Experience
- Service Excellence

It was also noted that significant growth in MVLS had been included in the budget, although concerns about space were raised at the Committee. It was noted that this had been discussed with the Head of College who had reassured the team that there was capacity for growth.

It was reported that over the budget period University income was expected to grow by £176m or 20%, in comparison to the previous four years of £202m growth or 29%. This was as a result of the slowing of international fee growth which doubled over the previous four years versus a growth of 50% over the next four years. Operating cash was expected to grow by £91m from the last forecast with average operating cash pa of £112m v £187m in 2021 (when the Lighthouse Lab boosted performance).

It was noted that geopolitical risks continued to dominate risk management. While international demand remained strong, economic and political uncertainty might weaken or threaten this during the budget period and beyond. In the long-term diversification remained a priority. International tuition fees had been increased to offset the impact of inflation but whilst demand from China was expected to be relatively price inelastic other markets were more price

sensitive. £4m had been set aside for investment in the international strategy and a further £2m was available to support diversification through discounts and scholarships. The University retained significant levers to manage short term downturns in demand, although a prolonged reduction would require significant restructuring. Economic pressures also continued to impact government funding, but a prudent approach had been assumed to the budget forecast.

Over the budget period significant opportunities were noted in relation to the transformation project and improved timetabling and efficiency around the teaching estate.

Court concluded that the University continued to perform well, both academically and financially and this provided a strong base on which to build.

Court approved the budget for 2023/24 and the financial forecasts.

### **CRT/2022/58. Report from the Principal**

#### *CRT/2022/58.1 Higher Education Developments & Scottish Government Budget*

Court received the report from the Principal – Paper 7 and the following areas were noted:

- Review of the Skills Delivery landscape – The report of James Withers' Independent Review of the Skills Delivery Landscape in Scotland was published on 7 June, with the aim of outlining recommendations to ensure the public sector could meet the level of economic transformation expected in the years ahead.
- International Students Visa policy changes – Court noted that the Home Secretary Suella Braverman MP had announced a restriction in the use of dependant visas for international students.
- SFC Grants 2023/24 – The SFC has now published its final funding announcement for Academic Year 2023/24. There had been a minor adjustment to the Main Teaching Grant allocation between the indicative and final funding announcements - a decrease of 0.2%. This was due to a slight reduction in the number of SFC-controlled funded places across the sector, which had not been finalised at the time of the indicative announcements publication.

The Convener thanked the Principal for the update.

### **CRT/2022/59. Report from the University Secretary**

Court noted the report from the University Secretary – Paper 7. The following areas were discussed in further detail.

#### *CRT 2022.59.1 Ross Report*

Court noted that the University continued to implement the recommendations of the report by Morag Ross KC and was broadly on track to complete the implementation process before the start of academic year 2023/24.

#### *CRT 2022.59.2 Convener appraisal*

The Convener left the meeting for this item, with the Vice-Convener Elspeth Orcharton 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. The report on the Convener's



performance was very positive with some helpful suggestions in relation to the operational running of Court meetings. It was noted that the appraisal would continue to be undertaken annually.

#### *CRT 2022.59.3 Pay and Pension*

Court received an update on the UCU's industrial action in the form of a Marketing and Assessment Boycott; to date, 153 members of staff had indicated they were taking part. It was noted that the University was doing everything it could to protect students from the impact of the UCU action, including ensuring that all students could graduate on time; supporting students so that they could progress to employment or further study without disruption; protecting academic standards; and guaranteeing that all work submitted would be assessed and marks returned in due course.

Locally the University was keeping the lines of communication with UCU reps open and maintaining a constructive relationship with them. Nationally, the University continued to argue for further negotiations with a view to ending the dispute and allowing talks on non-pay issues to proceed. It was noted that it did not seem as if a further national pay uplift was likely, so the dispute might continue for some time. The University would continue to deduct pay at 30% for as long as the action continues.

#### *CRT 2022.59.4 Organisational Change Governance Committee*

Court noted the update in relation Careers and Global Opportunities within the Student and Academic Services Directorate. While no redundancies were expected, a small number of positions were potentially at risk, and redundancy costs could be incurred if existing staff did not fit into the new structure and were unable to be redeployed. Based on their discussions, OCGC had formally approved the proposal, contingent upon receiving copies of the new job descriptions and conducting formal consultations with the trade union.

Court also noted and approved the remit for Organisational Change Governance Committee.

#### *CRT 2022.59.5 Named Chair - Pontecorvo Chair of Pharmacogenomics*

Court noted a draft resolution for a new named chair.

Court approved the draft resolution to move to public consultation.

#### *CRT 2022.59.6 Head of School Appointments*

College of Arts

*School of Humanities*

Professor Ian Forrest had been appointed as Head of the School for four years from 1 September 2023 until 31 July 2027.

College of Social Science

*School of Education*

Professor Kristinn Hermannsson had been appointed as Head of the School for four years from 1 August 2023 until 31 July 2027.

*School of Social and Political Sciences*

Professor Anne Kerr had been extended for 2 years until 31 July 2025 as the Head of School of Social and Political Sciences.

*CRT 2022.59.7 Court Strategy Day 2023*

It was reported that the Strategy Day would be rescheduled for early September. Court noted the agenda and members were invited to put themselves forward if they wished to chair a session.

The Convener thanked the University Secretary for the update.

**CRT/2022/60. Student Matters, including: Rector's Report; SEC Report; SRC President update**

*CRT 2022.60.1 SEC Report*

Court noted the SEC report which included updates on cost of living action group, impact of industrial action, student experience strategy, SRC strategic Plan, value of sport to the student experience, and a report on the experience of mature students.

*CRT 2022.60.2 SRC President's Report and SRC Annual Report*

The SRC President provided a presentation to Court on the SRC Annual Report. During the discussion it was noted that a large amount of time and effort had been put in over the last 12 months to ensuring that students felt part of a community and were supported.

Court noted that the start of the year had been challenging with many of our students struggling to find a place to stay due to the lack of accommodation. Whilst the SRC focused on ensuring there was support available for any students affected and sufficient planning taking place to avoid a similar situation in the future, the SRC launched a Cap Student Numbers campaign, in relation to the University's managed growth strategy. In addition, the SRC have continued to engage with the local and national government to press the importance of addressing student experience issues in policymaking. Throughout the year, the SRC have advocated for additional support for students facing the adverse impact of inflation and this would continue to be a priority for the SRC organisation.

The SRC has also been working together with the University on reviewing the Good Cause process and making sure that students have access to the support they need throughout their university career. Through the newly established Student Voice Working Group the SRC have investigated how to more effectively capture and report on student feedback.

Court also noted the SRC Strategic Review 2022-27. The plan outlined the SRC's key aims for the next five years which remain: representation; support and wellbeing; and student opportunities and community engagement, and their core values which were to be supportive, collaborative, inclusive and sustainable. The SRC recognised the changing needs of student cohorts and had developed their objectives accordingly. There was focus on both academic and non-academic wellbeing and on creating opportunities for students. The SRC would continue to work closely with the other student organisations.

The Convener thanked the SRC President for her report.

**CRT/2022/61. Reports of Court Committees**

*CRT/2022/61.1 Finance Committee*

Court noted that the Committee had received a presentation from the Executive Director of Finance on the current financial position. It was noted that the Committee had approved the proposal and process for budgets and investment for 2023/24 with the final budgets which had been discussed early in the Court meeting.

Court also noted the discussion in relation to the proposed University infrastructure investment plan to support the 2023/24 planning and budgeting round and noted that the Keystone Building was a key component. Considering the significant cost of the building, support from the Estates Committee and Finance Committee during the design phase. The current request was within the delegated authorities of Finance Committee but it was noted that the next request for investment, which was expected in Autumn, would be at a level that required full Court approval. The final go/ no go decision on Keystone was expected to be made by Court around February/April 2024.

Court also noted that the Committee had approved in principle an RCF of between £120m and £200m and delegated authority to the Chair, Vice-Chair and Executive Director of Finance to sign documentation as long as covenants are no more restrictive than present conditions.

The report was noted.

#### *CRT/2022/61.2 Estates Committee*

Ronnie Mercer, chair of the Committee, outlined the report, which included review of the investment plan, the property maintenance contract and the risks associated with teaching space.

The report was noted.

#### *CRT/2022/61.3 IPSC*

Frank Coton, chair of the Committee, outlined the report which included cyber security, a review of the IT Code of Conduct, an updated presentation on the proposed approach for Technology Strategy and Governance and a review of the Data Centre Co-location Business case. He also reported that new students and staff would be automatically enrolled in Multi-Factor Authentication upon joining the University. MFA would soon be active on MyCampus and the University's Virtual Private Network and Agresso was due to follow later in the summer.

The report was noted.

#### *CRT/2022/61.4 Audit and Risk Committee*

Elsbeth Orcharton, chair of the Committee, outlined the report which included updates on the hack on personal information held by USS, the Internal Audit Plan for 2023/24 and the proposed External Audit approach for 31 July 2023.

The report was noted

#### *CRT/2022/61.5 Health Safety and Wellbeing Committee*

A query was raised about the Gas Inspection Protocol which had been discussed at the Committee after an issue with manifold pipework had been found. It was agreed that this would be raised at the Audit and Risk Committee.

Court noted the report.

#### *CRT/2022/61.6 Nominations Committee*

Ronnie Mercer, chair of the Committee, outlined the report from the Committee. Following an interview with Kerry Christie, the Nomination Committee recommended to Court that Kerry Christie should be appointed as a Co-opted Lay Member of Court.

Court approved the appointment of Kerry Christie as a Co-opted Lay Member of Court from October 2023 for four years initially.

Court noted that following the advertising of the Convener of Court position 3 candidates - Nicola Dandridge, Stuart Hoggan and Gavin Stewart were put forward for the election. An open meeting took place on 9 June 2023 and the recording was made available on the website. Following the election Gavin Stewart was elected as Convener of Court.

Court approved the appointment of Gavin Stewart as Convener of Court from 1 August 2024 for four years initially.

The Nomination Committee recommended to Court the appointment of Stuart Hoggan as Chair of the Estates Committee.

Court approved the appointment of Stuart Hoggan as the Chair of Estates Committee.

During discussion it was agreed that the Nominations Committee would review the process for recruiting new co-opted lay members of Court to ensure that the University was reaching a diverse population.

The report was noted.

#### *CRT/2022/61.7 Remuneration Committee*

June Milligan, chair of the Committee, outlined the report from the Committee which discussion focused on the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Voluntary Severance since the last meeting; Contractual/appointment changes (SMG); expenses report.

The report was noted.

#### **CRT/2022/62. Senate Matters**

Court noted the report from the Senate meetings held on the 8 June 2023. The Clerk of Senate reported that Senate had received an update on the budget, Mental Health Group, and the Innovation Strategy 2022-2025.

The Clerk of Senate outlined a proposal to change the name of the College of Arts, from the start of the 2023-24 academic session. The proposed new name for the College was the 'College of Arts & Humanities'. The proposed name change had already been considered and supported by the Arts College Management Group on 25 January 2023, and by the University's Senior Management Group on 24 April 2023.

Court approved the College name change from College of Arts to College of Arts and Humanities effective from 1 August 2023.

The Clerk of Senate also reported that Senate had received a proposal to change the name of the School of Interdisciplinary Studies from the start of the 2023-24 academic session. Following an internal consultation with School staff, a recommendation had been made to rename the School to the 'School of Social & Environmental Sustainability'. The proposed name change had already been considered and supported by the University's Senior Management Group on 16 May 2023.

Court approved the School name change from School of Interdisciplinary Studies to School of Social & Environmental Sustainability effective from 1 August 2023.

The Convener thanked the Clerk of Senate for the report.

**CRT/2022/63 Other Business**

*CRT/2022/63.1 Members of Court*

Court noted thanks to the following:-

Ronnie Mercer – Ronnie Mercer’s last meeting as he would be stepping down in June. Ronnie had been a member of Court for 8 years, and in that time had chaired and been involved with several Committees. Over that time, he had made a huge contribution to the University and was leaving the University in a significantly stronger position.

Rinna Väre – SRC President was attending her last meeting and had been the President since July 2022.

Nick Hill – Elected Academic Member – had been on Court since Jan 2016 and had been senior Academic member for the last year.

Craig Daly – Trade Union member – had been on Court since August 2019 and a member of the Remuneration Committee.

Court recorded its thanks to those members for their huge contribution and dedication to the University and wished them all well for the future.

**CRT/2022/64. Date of Next Meeting**

The next meeting of Court will be held on Wednesday 27 September 2023 at 2pm. A Pre-Court briefing will take place at 12pm.

**Court Context Card 27 September 2023 - Principal's Report**

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information / discussion	
Topic last discussed at Court	Last report to Court was June 2023	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	NA	
Timing	Various	
Red-Amber-Green Rating	Various	
Paper Type	For information / discussion	
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <div> <div> 1. Student Admissions   2. Political Update and Higher Education Developments   Programme for Government 2023-24   Horizon Europe   Universities UK Strategic Plan   3. CRUK Beatson Institute   4. University Rankings and NSS Scores   5. Key activities  6. Senior Management Group business </div> <div> Court is asked to note shortfall in PGT international numbers and action the University is taking   Scottish Government has published legislative programme, with opportunities for University to engage. Scottish Education Exchange Programme announced.   The UK Government has announced its decision to associate to Horizon Europe, allowing UK researchers to participate fully in the programme, from 2024 onwards   UUK has launched its strategic plan 2024-2030, <i>A Common Cause: Thriving universities, serving society</i>   Funding of £123m announced by Cancer Research UK in the Beatson Institute which will now be known as the CRUK Scotland Institute   QS Rankings: 76th in the world; QS Europe Rankings: 14th in Europe; Times/Sunday Times: 12th in UK and named as Scottish University of the Year; Guardian University Guide: 13th in UK. NSS - overall satisfaction decreased to 77.5% - 8th in Scotland </div> </div>	
Topics to be discussed	In line with paper's headings	
Action from Court	To note/discuss if wished	
Recommendation to Court		
Relevant Strategic Plan workstream	All	
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	All risks	
Demographics % of University	Items mainly relate to the University as a whole	
Operating stats % of		
Campus	All locations	
External bodies	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI, other funding bodies e.g. charities	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		



University  
of Glasgow

**Court - Wednesday 27 September 2023**

## **Principal's Report**

### **Items A: For Discussion**

#### **1. Student Admissions**

The admissions picture for Undergraduate entry for 2023-24 continues the trend of recent years, and is overall very healthy, with the exception of controlled teacher education places which is a sector-wide issue (see below).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



## 2. Political Update and Higher Education Developments

### **Programme for Government 2023-24**

On 5 September the Scottish Government published its annual [Programme for Government \(PfG\)](#). The University has been engaging proactively with government as the PfG was developed. Overall, there are a number of commitments noted which align with the University's priorities, e.g. on innovation, student mobility, Horizon Europe association and investing in key sectors like life sciences and data/AI. In the opening section the First Minister reinforces that funding decisions will be difficult ahead of the next Budget set to be published in December, with '*one of the most difficult public spending environments that this devolved Parliament has ever seen*'. As usual, the PfG sets out aspirations for the coming year and funding commitments are not specific. From the First Minister's statement, his key focus is on expanding childcare and reducing poverty.

There are clearly a number of areas within PfG with which the University can engage and it is positive that the contribution of universities, particularly in terms of entrepreneurship and innovation, is recognised and indeed was mentioned directly by the FM in his statement to Parliament. Following Brexit and the loss of Erasmus+ student mobility opportunities, there is also a commitment to develop a Scottish Education Exchange Programme and target this towards students from disadvantaged backgrounds. The University has engaged with government on this matter and highlighted the shortcomings of the Turing Scheme with regard to provision and support for Widening Participation students.

The Government Relations team will continue to engage in the coming weeks and months to monitor and influence - as far as possible - the priorities which emerge.

### **Horizon Europe**

On 7 September 2023, the UK Government announced its decision to associate to Horizon Europe, which is very positive news for the University and the HE sector as a whole. A joint statement from UK Government and the European Commission was issued to confirm the agreement in principle. The European Commission's press release sets out an estimate that the UK will contribute almost €2.6 billion per year on average for its participation in both Horizon Europe and the Copernicus component of the Space programme.

The decision comes after years of sustained lobbying from the sector. Whilst there are outstanding questions on the agreement and concerns remain regarding the likely R&D underspend this year,



the sector has wholeheartedly welcomed the announcement. The Russell Group has indicated its intention to work with UK Government and UKRI to consider how to support increasing rates of participation, and the University will be fully engaged in this work.

UK researchers will be able to participate fully in the Horizon Europe programme on the same terms as researchers from other associated countries, including leading consortia, from the 2024 Work Programmes and onwards – including any 2024 calls opening this year. The UK will also be able to join the governance of EU programmes – which the UK has been excluded from over the last three years – ensuring the ability to shape collaboration taking place next year. Perhaps even more importantly, this also allows the UK sector to help shape the next framework programme (while that programme isn't due to start until 2027, planning is likely to begin in the next 18 months).

From a University of Glasgow perspective, SMG has held initial discussions about maximising engagement with Horizon, raising awareness with researchers and teams to encourage colleagues to submit funding applications. We will also provide the development and support needed to ensure these applications are as strong as possible, particularly for colleagues who are engaging for the first time.

### **Universities UK Strategic Plan**

Universities UK (UUK) released its [Strategic Plan 2024-2030](#) on 7 September. This followed a visit to the University from Vivenne Stern, Chief Executive of UUK, during which a roundtable discussion was held with members of SMG on tackling challenges facing the sector.

The Strategic Plan is titled *A Common Cause: Thriving universities, serving society* and sets out the following headline ambitions.

By 2030, UUK will have enabled its members to:

- Create opportunity through high quality education
- Provide knowledge and skills to drive growth and prosperity
- Make groundbreaking discoveries with the power to change the world

To help universities do this, UUK pledges to:

- Secure sustainable funding that enables universities to serve society better
- Build trust and confidence that universities are a national asset to be proud of and are acting in the best interests of society.

Professor Dame Sally Mapstone, Principal of the University of St Andrews University, is the incoming President of UUK and gave a keynote speech at the recent UUK annual conference, launching the strategic plan. In her speech she challenged UK Government ministers on the sector's growing financial challenges, with a plea to policymakers for a more stable funding settlement.

## **Items B: For Information**

### **3. Beatson Institute**

Following a comprehensive review of the Beatson Institute led by an independent panel of international cancer experts, Cancer Research UK (CRUK) has [announced](#) investment of up to £123m for the Institute – which will now be known as the CRUK Scotland Institute. Embedded within the University of Glasgow at the Garscube campus, and led by Professor Owen Sansom, the Institute will receive the funding as part of a seven-year commitment from CRUK.

This is extremely welcome news and the verdict of the independent panel is testament to the world-leading work conducted by our research teams. The University will continue to work in partnership with CRUK to ensure that we build on our track record of attracting leading scientific talent to Glasgow, to drive forward the important work of developing novel approaches in cancer sciences in collaboration with partners across Scotland. I will provide some further information at Court regarding the positioning of the Institute and discussions with other Scottish Universities.

### **4. University Rankings and National Student Survey Results**

At the last meeting, I reported our position in two league tables: the Times Higher Education Impact Rankings – up six places to 13<sup>th</sup> in the world; and the Complete University Guide 2024 – down three places to 26<sup>th</sup> in the UK.

#### **QS World University Rankings 2024**

In June, QS released their 2024 World University Rankings (WUR) in full. This year a record 2,963 institutions were analysed and 1,503 institutions ranked. The University has risen five places from 81<sup>st</sup> in 2023 to 76<sup>th</sup> (alongside Yonsei University, South Korea) in 2024, placing us within the top 5% of institutions within the WUR. We have maintained our position of 12<sup>th</sup> in the UK and the Russell Group, and 2<sup>nd</sup> in Scotland after Edinburgh.

The University has performed well in the Academic Reputation indicator, maintaining our 2023 ranking position of 8<sup>th</sup> in the UK and 77<sup>th</sup> globally. It is also worth highlighting our strong performance in the new Sustainability indicator, where Glasgow is ranked 2<sup>nd</sup> in the UK and 11<sup>th</sup> globally.

#### **QS Europe University Rankings 2024**

The inaugural QS Europe league table was published on 20 September. Institutions who are in member countries of the Council of Europe are eligible to participate in this new ranking.

From a total field of 690 institutions, the University has placed 14<sup>th</sup> in Europe and 9<sup>th</sup> in the UK – within the top 2% of institutions ranked. We have performed particularly strongly in Academic Reputation, Sustainability, and International Students.

### **National Student Survey 2023**

National Student Survey results were published in August. This year's survey follows a major review of the survey criteria resulting in the most substantial changes since 2017. As a result of the significantly revised format, it is not possible to compare this year's detailed results against previous years. It should also be noted that Overall Satisfaction can no longer be measured against English institutions. However, there are still a number of useful findings we can see in the data:

- Overall satisfaction decreased to 77.5% (compared to 80.1% last year), placing Glasgow 8<sup>th</sup> in Scotland, down one place from last year.
- All Colleges decreased their overall satisfaction score with the exception of CoSE which increased by 2.5% to 74.8% compared to last year.
- Students were very positive about the quality of teaching, with 86% of students responding positively to questions about the teaching on their course
- However, they were less positive in some of their responses around student voice with only 50% of students agreeing that it was clear that students' feedback from their course had been acted on.

Sector trends:

- The biggest change for 2023 is the removal of the overall satisfaction question from the survey for students at English institutions
- In Scotland, St Andrews continues to lead the table on NSS results with an overall satisfaction positivity score of 86.6%
- Comparisons to similar institutions in the sector show some major points of divergence. Our performance around course stimulation and exploring ideas and concepts are stronger than average but the questions about assessment and feedback continue to be significant negative areas, particularly when compared with non Scottish institutions.

SMG has discussed and agreed a plan to look in more detail at our NSS results at a local level within Schools and take forward targeted actions to address the main themes of concern emerging from the results.

### **Times/Sunday Times Good University Guide 2024**

The Times and Sunday Times Good University Guide 2024 was released on 15 September, and Glasgow is now ranked 12<sup>th</sup> in the UK, an improvement of two places from 2023 (and a return to our 2022 position). It is also fantastic news that Glasgow has been named Scottish University of the Year.

Glasgow is 9<sup>th</sup> in the Russell Group and 2<sup>nd</sup> in Scotland, with St Andrews in 1<sup>st</sup> place and Edinburgh 3<sup>rd</sup>.

Key points on subject level results include:

- Glasgow has 5 subjects that rank 1<sup>st</sup> overall – Education, Sports Science, Nursing, Animal Science, and Veterinary Medicine.
- Dentistry dropped from 1<sup>st</sup> to 2<sup>nd</sup> place
- In total there are 14 subjects in the top 3.
- Subjects Allied to Medicine has the most significant improvement, up seven places to 3<sup>rd</sup>.

### **Guardian University Guide**

The Guardian University Guide published their new rankings on 9 September for 2024, ranking the University of Glasgow 13<sup>th</sup>, down by two places from 11<sup>th</sup> in 2023.

Headlines:

- Our rank position has improved for Continuation and remained unchanged for Entry Tariff.
- However, Glasgow has decreased in all scores measured this year other than Continuation, Entry Tariff and Career Prospects.
- We now have 12 subjects with top 5 ranking as opposed to last year's 10.
- Glasgow has ranked first in the UK in Zoology and Biology.
- Elsewhere in the sector, there were some notable shifts in the 50 to 100 ranked institutions, with Portsmouth and SOAS both improving 34 positions while Dundee and Heriot-Watt dropped by 22 places and 40 places respectively.

There were some changes in methodology in this league table, notably around NSS metrics, given that the overall satisfaction question has been dropped for English institutions. Ultimately, 2022 NSS data was used for the Guardian University Guide because NSS 2023 results were published too late, however the decision to change the methodology was retained and NSS overall satisfaction data was not used. Instead, other NSS measures increased in weighting.

### **5. Key activities**

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

#### **Academic Development and Strategy**

- 6 July: Met with a group of our James McCune Smith PhD Scholars, to discuss their research and their perceptions of the University's James McCune Smith scholarship and development programme aimed at Black UK PhD candidates
- 18 July: I gave a speech to welcome delegates to the international Outlander Conference held at the University. This was a major academic conference based around the popular novels/TV series. We were pleased that Dr Diana Gabaldon, author of the books and UofG honorary graduate, was able to join us for the conference.
- 10 August: I gave a welcome address to inaugurate the British Academy Conference, Partition Machine, held at the University and marking the centennial of the 1923 Treaty of Lausanne.
- 29 August: I spoke at an event in the Clarice Pears Building/School of Health and Wellbeing on Ageing Research in Glasgow: Past, Present and Future
- 29 August: Meeting with Catherine Smith, to discuss future plans for the UofG John Smith Centre for Public Service

- 18 September: Met with the Head of Economics in the Adam Smith Business School to discuss the development of the Economics subject area at the University
- 18 September: Meeting with colleagues regarding the James Watt Nanofabrication Centre and the National Institute for Quantum Integration project
- 20 September: Court Strategy Day.

### **Internationalisation Activities**

- 23 June – 1 July: I travelled to Nankai University, UESTC and UESTC Hainan campus to preside over TNE graduations and to visit the new UESTC Glasgow College Hainan for the first time
- 10 July: I welcomed the President of NaUKMA (National University of Kyiv-Mohyla Academy) to the University. We are partners with NaUKMA under the Universities UK Twin for Hope initiative, and we have been delighted to welcome Ukrainian students to study at Glasgow.
- 17 August: Meeting with Ole Petter Ottersen, Acting Secretary General of the Guild of European Research-Intensive Universities
- 17 August: Recorded video messages of congratulations for CCNU (Central China Normal University) on its 120<sup>th</sup> anniversary and for Wuhan University on its 60<sup>th</sup> anniversary.
- 22 September: Travel to Sydney to speak as part of the Times Higher Education World Academic Summit – my session is on the subject of creating successful international partnerships. I will also speak on the University's work towards the UN SDGs at a Summit event hosted by our strategic partner the University of Sydney. I will speak on the subject of research collaboration at a joint meeting of the Group of Eight Australian Universities and the Russell Group. Finally, a Presidents' Forum is being convened at which I will speak about building public trust and confidence in Universities. There are also opportunities to engage with the Universitas 21 network and a number of other international partner institutions.

### **Lobbying/Policy Influencing and Promoting the University**

#### **Media engagement**

- 20 August: I appeared as a guest on the BBC Radio Scotland Sunday Show, to discuss inflation and the economy

#### **USS Meetings**

- 11 July: USS Investment Committee meeting
- 20 July: USS Trustee Board meeting
- 20 September: USS Investment and Pensions Committee
- 21 September: USS Board Training
- 21 September: USS Trustee Board meeting

### Other external engagement

- 5 July: I represented the University at a Service of Thanksgiving and presentation of the Royal Honours of Scotland to King Charles, held in St Giles Cathedral, Edinburgh
- 5 July: Dinner with the First Minister and a small group of Scottish University Principals, to discuss the sector's contribution to Scottish Government priorities
- 7 July: Russell Group roundtable with the independent chair of the UK spin out review. I am acting as an adviser on this review which has been commissioned by DSIT and HM Treasury
- 7 July: Planning meeting with the Vice-Chancellor of the University of Birmingham ahead of a joint Glasgow/Birmingham away day planned for November
- 11 July: National conversation workshop: organised by UUK, these meetings form part of the ongoing national conversation on sector funding.
- 13 July: Catch-up call with Sally Mapstone, Principal of the University of St Andrews
- 19 July: Meeting with Huw Pill, Bank of England Chief Economist and Jonathan Haskel, one of the external members of the Bank's Monetary Policy Committee
- 21 July: I hosted Richard Lochhead MSP, Minister for Small Business, Innovation, Tourism and Trade on a visit to the ARC
- 21 July: Meeting with the Chief Scientific Officer (Health) to discuss Scotland's and Glasgow's strengths in cancer sciences
- 7 August: Catch-up meeting with local MPs and MSPs to update them on latest University activities
- 8 August: Catch-up call with the Director of the Scotland Office
- 10 August: I met with Ivan McKee MSP (former Minister for Business & Trade) to update him on University activities
- 10 August: Hosted Cabinet Secretary for Education and Skills, Jenny Gilruth MSP, to discuss a range of issues including post-Brexit European collaborations, Horizon Europe and student mobility opportunities
- 16 August: The University hosted the Scottish Government launch of the GERS report (Government Expenditure and Revenue Scotland) and I met with Cabinet Secretary for Wellbeing Economy, Fair Work and Energy, Neil Gray MSP
- 16 August: Catch-up call with Peter Mathieson, Principal of University of Edinburgh, regarding collaborations between the two Universities
- 18 August: Catch-up call with Iain Gillespie, Principal of University of Dundee, regarding collaboration opportunities
- 27 August: I chaired an event at the Edinburgh Book Festival with Paul Johnson, Director of the Institute for Fiscal Studies, based around his book *Follow the Money*, on the topic of fiscal policy.
- 29 August: UK Government independent university spin out review meeting.
- 4-8 September: University Grants Committee Meetings, Hong Kong. In addition to the other UGC sub groups I sit on, I am now Chair of the UGC Research Group in the lead up to the next Research Assessment Exercise in 2026. I also had the opportunity to visit the University of Hong Kong, our partner institution.

- 11 September: As Chair of Trustees of the Royal Economic Society (RES) I attended RES Strategy Working Group meeting
- 13 September: Chaired a meeting of the High School of Glasgow Educational Trust
- 14 September: As Chair of Trustees of the Royal Economic Society (RES), attended RES Income Generation Working Group meeting
- 15 September: Attended a meeting of the Universities UK Research and Innovation Policy Network
- 18 September: Met with the Deputy Director of the European Central Bank as part of his visit to the Adam Smith Business School
- 20 September: I gave welcome remarks at a dinner hosted by the Bessemer Society, sharing a platform with Richard Lochhead MSP, Minister for Small Business, Innovation, Tourism and Trade and Professor Asen Asenov, the University's James Watt Chair in Electrical Engineering. The dinner was an opportunity to discuss Scotland's position as part of the UK Semiconductor Strategy.

#### **Internal activities and Communications and Alumni events**

- 6 July: With SMG colleagues, held a meeting with local UCU reps
- 7 July: Meeting of the internal SDG Impact Rankings working group
- 18 July: Regular catch-up meeting with the SRC President and Vice Presidents
- 19 July: Catch-up meeting with Nadia Ness, Executive Director of Transformation
- 21 July: With SMG colleagues, held a meeting with local UCU reps
- 9 August: Chaired interview panel for the Head of Government Relations in my office. We have made an appointment, who will join the University in October.
- 14 August: Regular catch-up meeting with the SRC President and Vice Presidents
- 14 August: Update meeting regarding Strategic Property Investment & Development (SPID)
- 15 August: Meeting of the internal SDG Impact Rankings working group
- 16 August: With SMG colleagues, held a meeting with local UCU reps
- 17 August: Hosted a farewell dinner for Father Ross Campbell, Honorary Catholic Chaplain at the University since 2014. Father Campbell's successor is Canon Gerard Conroy.
- 12 September: David Duncan and I held a meeting with the joint campus trade unions.
- 14 September: Regular catch-up meeting with the SRC President and Vice Presidents

#### **Communications/Development & Alumni events**

- 4 July: I hosted the official unveiling of the Alma Mater sculpture in the East Quadrangle. The new sculpture bears the names of leading donors to the University and this event was an opportunity to thank our supporters, particularly those who have made philanthropic gifts towards the campus development.
- 5 July: University of Glasgow Campaign Leadership Board meeting

- 29/30 August: Dinner and meetings with Kiran Mazumdar-Shaw. We were delighted to welcome Dr Mazumdar-Shaw back to the ARC for a series of meetings with colleagues, including briefing her on the work being carried out under the auspices of the Mazumdar-Shaw Chair.
- 12 September: I hosted the official opening of the Clarice Pears Building, alongside colleagues from MVLS and the School of Health and Wellbeing. We were delighted to welcome Mark Pears, son of Clarice Pears and trustee of the Pears Family Charitable Foundation, to formally open the building.

## **6. Senior Management Group business**

In addition to standing and regular items, which include Industrial Action, Management Accounts, Strategic Risk Review and updates on People Data, the following issues were discussed:

### ***SMG Meeting of 26 June***

- External Examiners - Fees Review
- Trusted Research Advisory Group
- REF2028 Planning
- Celebrating UofG links to Einstein

### ***SMG Meeting of 3 July***

- Hainan Campus
- Principal's Visit to UESTC and Nankai University
- Roundtable with First Minister
- Honorary Graduates
- Alma Mater – sculpture unveiling
- UK Government Investment Zones

### ***SMG Meeting of 10 July***

- Cyber Security
- Draft SFC Outcome Agreement and Self-Evaluation
- Queen's Anniversary Prizes
- Horizon Europe
- James McCune Smith PhD Scholars
- Turing Scheme Funding

### ***SMG Meeting of 18 July***

- UK Government policy – 'low value' degrees in England
- Roadmap for a Scottish Green Industrial Strategy
- NSS – changes to survey reporting approach
- International staff recruitment
- SFC Alliances for Research Challenges
- UofG Strategic Research Initiatives Unit



***SMG Meeting of 25 July***

- Glasgow Changing Futures
- REF2028 – Planning for the University’s Submission
- Learning and Teaching Strategy Implementation update
- Graduation and Commemoration Day Social Media Analysis
- Time Allocation Survey
- PDR
- COP 28
- USS – Technical Provisions Consultation on 2023 Valuation

***SMG Meeting of 31 July***

- UofG Diversity History Report
- SMG Away Day Summary
- Senior Leaders Forum – proposed changes
- Student Accommodation update
- Proposed MoU with Clyde College

***SMG Meeting of 7 August***

- Articulation – Higher National qualifications
- Timetabling update

***SMG Meeting of 14 August***

- Admissions update
- Accommodation Preparations 2023-24
- NSS Results

***SMG Meeting of 22 August***

- Admissions update
- International partnerships – KAUST

***SMG Meeting of 28 August***

- Cochno Farm and House
- Carbon Management Plan
- SPID (Strategic Property Investment & Development) – Commercial Strategy Update

***SMG Meeting of 4 September***

- Admissions update
- NSS – University Response
- Consideration of Dual Starts

***SMG Meeting of 11 September***

- Update on Financial Position
- SFC Outcome Agreement and Self-Evaluation
- Consideration of Dual Starts

- USS Consultation

***SMG Meeting of 19 September***

- SMG Terms of Reference
- PGT International Recruitment – Review and Recommendations
- Transformation State of the Nation Update
- Commercial Services – Retail Development
- Clyde Mission
- Glasgow Beyond Net Zero
- Horizon Europe
- International Investment Business Case
- Student Survey 2023 Headlines

**Court Context Card 27 September 2023 - University Secretary's Report**

Speaker	Dr David Duncan
Speaker role	COO and University Secretary
<b>Paper Description</b>	For information / items for approval; items for discussion if Court wishes
<b>Topic last discussed at Court</b>	Last report was to June 2023
<b>Topic discussed at Committee</b>	NA
<b>Committee members present</b>	NA
<b>Cost of proposed plan</b>	
<b>Major benefit of proposed plan</b>	
<b>Revenue from proposed plan</b>	
<b>Urgency</b>	High, Medium & Low
<b>Timing</b>	Immediate where relevant
<b>Red-Amber-Green Rating</b>	Green
<b>Paper Type</b>	Decision/Discussion/Information
<b>Paper Summary</b>	<p>Report from Secretary on a number of items for Court's discussion/decision and/or information. A brief outline of the key points is outlined below.</p> <p><b>A1 Gender Based Violence and Sexual Harrassment</b> The Univesrity has effectively implemented all the recommendations in the Ross Report on Gender-Based Violence.</p> <p><b>A2 Reinforced Autoclaved Aerated Concrete (RAAC)</b> An investigation to establish if any University building contains Reinforced Autoclaved Aerated Concrete (RAAC) is at an advanced stage. The paper provides an update on the current situation.</p> <p><b>B1 Court Strategy Day Agenda</b> The Strategy Day provided an opportunity for Court to be updated on a number of areas. Key points are currently being drafted and will be available shortly.</p> <p><b>B2 New and continuing Court members and Sub Committees</b> The paper provides an update on Court and Sub committee appointments. <b>Court is asked to approve</b> the appointment of Dame Nicola Dandridge as the Chair of the Nominations Committee</p> <p><b>B3 Court Business 2023/24</b> The Schedule of Court Business for the coming year is at <b>Annex 1</b>, for reference, along with the Statement of Primary Responsibilities of Court. Further details on the remits of the sub committees can be found on the University website - <a href="https://www.gla.ac.uk/myglasgow/governance/corporategovernance/">https://www.gla.ac.uk/myglasgow/governance/corporategovernance/</a></p> <p><b>B4 SFC Outcome Agreement 2023/24 and Self-Evaluation 2022/23</b> Court is asked to note the SFC outcome agreement and the Self-Evaluation 2022/23 report</p> <p><b>B5 Student Contract</b> Court is asked to note that the Univesrity Secretary approved this on behalf of Court.</p> <p><b>B10 Named Chair - Pontecorvo Chair of Pharmacogenomics</b> A resolution for a new named chair is attached as <b>Annex 5</b>. Court's <b>approval</b> is sought for the resolution</p> <p><b>B11 Honorary Fellowship</b> <b>Annex 6</b> contains a nomination form for the award of an Honorary Fellowship to David Crawford. Court's <b>approval</b> of this nomination is sought.</p> <p><b>B12 Rectors Election 2024</b> The election, which is run via the Senate, takes place every 3 years. The rules and nomination process are at <b>Annex 7</b>. Court's <b>approval</b> of the process is sought.</p> <p>Information on the Pay and Pensions - Industrial action and on Trusted Research is provided as an update from the last Court meeting.</p>
<b>Topics to be discussed</b>	As above plus any B items Court members may wish to discuss
<b>Action from Court</b>	<b>To note the report and the approval of the Chair of the Nominations Committee, Student Contract, Named Chair, Honorary Fellowship and the Rector's Election Process.</b>
<b>Recommendation to Court</b>	<p>To <b>approve</b> the appointment of the Chair of the Nominations Committee</p> <p>To <b>approve</b> the Student Contract</p> <p>To <b>approve</b> the resolution for the named Chair</p> <p>To <b>approve</b> the Honorary Fellowship</p> <p>To <b>approve</b> the process for the election of the Rector in 2024</p>
<b>Relevant Strategic Plan workstream</b>	Empowering People, Agility, Focus

Most relevant Primary KPI it will help the university to		NA
Most relevant Secondary KPI it will help the university to		NA
Risk register - university level		
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 27 September 2023**

**Report from the University Secretary**

**SECTION A - ITEMS FOR DISCUSSION / DECISION**

**A.1 Gender Based Violence & Sexual Harassment**

We have now effectively implemented all the recommendations in the Ross Report on Gender-Based Violence (final appointments in the Safeguarding Team have been made and will take up post in October). Work will continue on other actions including a University-wide campaign in the autumn.

**A.2 RAAC**

An investigation to establish if any University building contains Reinforced Autoclaved Aerated Concrete (RAAC) is at an advanced stage. At the time of writing, 286 out of 309 surveys have been completed. So far only eight have been found to contain RAAC and no signs of degradation have been identified.

The review by our University Building Surveyors supported by WSP Structural Engineers, of buildings constructed, altered or extended between 1950 and 1990, will be completed by 29 September.

We are taking a risk-based approach to this issue. Depending on the findings of the survey, we will take all necessary action to ensure the continued safety of students and colleagues and will update staff and students as necessary.

**SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL**

**B.1 Court Strategy Day 2023**

The event provided an opportunity for Court to discuss a number of areas ahead of the start of the academic session. Areas covered included:

- Current & future growth and shape trajectories
- The University and the City
- Glasgow – Global View
- Research Environment

**B.2 New and continuing Court members and Sub Committees**

Dr Bo Hu began his term on Court on 1 July 2023 as the Chancellor's Assessor for four years.

Hailie Pentleton-Owens began her term on Court on 1 July 2023 *ex officio* as SRC President, for one year.

Professor Sarah Armstrong began her term on Court on 1 August 2023 as Elected Academic Member of Staff for four years.

Professor Richard Reeve began his term on Court on 1 August 2023 as Trade Union Nominee for four years.

The Nominations Committee approved the appointments of Lesley Newdall and Iain McKenzie to the Audit and Risk Committee as External Lay members for four years from 1 October 2023 to 31 August 2027.

The Nominations Committee approved the appointment of Kerry Christie as the Chair of the Remuneration Committee and People & Organisational Development Committee when June Milligan steps down in October 2023

Dame Nicola Dandridge has agreed to serve as Convener of the Nominations Committee, starting immediately.

Interviews for replacement members of Estates committee are scheduled for 27 October 2023.

Court's **approval** for Nicola's appointment as the Chair of the Nominations Committee is sought. Court is asked to note the other appointments.

### B.3 *Court Business 2023/24*

The Schedule of Court Business for the coming year is at **Annex 1**, for reference, along with the Statement of Primary Responsibilities of Court. A list of remits/memberships of Court Committees for this session can be found <https://www.gla.ac.uk/myglasgow/governance/corporategovernance/>.

The attendance lists for meetings of Court and its Committees for 2022/23 have been reviewed. There are no matters to report in connection with this. Details of Court attendance will be published on the website, in connection with the annual accounts.

### B.4 *SFC Outcome Agreement 2023/24 and Self-Evaluation 2022/23*

The University produces an SFC Outcome Agreement each year which reflects upon the progress towards meeting key SFC and Scottish Government priorities. This document is the main assurance and accountability mechanism in place between the University and the SFC, the non-departmental public body responsible for the release and management of public funds to Further and Higher Education providers in Scotland.

Like the 'transitional' Outcome Agreement which went to Court last academic year, this Outcome Agreement has a narrower scope than pre-Covid OA's and outlines how the University will make appropriate use of public funds across academic year 2023/24, organised across 7 'Priority Areas'. SFC have requested this cut-down document to "ensure a transitional year Outcome Agreement is in place between each university [...] and SFC". Guidance issued by SFC can be found in **Annex 2**.

Further, and included as part of this submission is our National Table of Measures 'projections' for AY 2023/24. These 'projections' are provided to SFC not as targets, but as an indication of direction of travel only. Each projection is appropriately contextualised and caveated, with bespoke narrative as to why the figure is provided, and our confidence in it given available data and insight.

We are also required to return a separate Self-Evaluation for the previous academic year (22/23), reflecting on the commitments made in our published 22/23 Outcome Agreement, with specific reference to the data included in the SFC's National Table of Measures.

This further 'transitional year' description reflects both the ongoing influence of the pandemic and SFC's own recently concluded review of 'Coherent Provision and Sustainability' within the further and higher education sectors. We are currently being

consulted on the SFC's new assurance and accountability approach, which we expect to be in place for AY 2024/25.

#### B.5 *Student Contract*

The student contract which all students sign up to at registration has been updated for academic session 2022-23. A summary of the key changes is at **Annex 3**. Court's **approval** is sought.

#### B.6 *Pay and Pensions – industrial action*

The University and College Union (UCU) notified the University yesterday that the Marking and Assessment Boycott (MAB), which began on 20 April, has been called off. In keeping with an existing agreement between the University and local UCU representatives, any outstanding marking is now being progressed.

However, three of the four campus trade unions are currently taking strike action. The dates are:

Unite: 13,14,15,18,19 September

UCU: 18,19,26,27,28 September

Unison: 19,20,26,27,28 September

We have put mitigation plans in place to protect students as much as possible from the impact of the action, which so far has been limited.. We have communicated with students and staff about the action.

We have been informally notified that the UCU strikes on 26 and 28 September have been called off.

Nationally, action across the UK has been sporadic, so the prospect of any change of approach by the Employers Association (UCEA) on the issue of pay is very small. On the positive side, talks are due to start imminently on a joint UCEA/unions review of the financial health of the sector.

#### B.7 *Trusted Research*

Court may wish to note the actions we have taken so far in response to increased scrutiny from UK Government of international research collaborations which have the potential to compromise national security. We have:

- Created an Export Controls and Sanctions Policy and Compliance Procedure with website information and guidance
- Set up the Research Governance and Integrity team within the Research Services Directorate, including additional staff resource (the team manager and a Research Governance Adviser post) to oversee this area of work.
- Convened the Trusted Research Advisory Group which now meets monthly to oversee the University's approach to the Trusted Research agenda, including export controls and the National Security and Investment Act, making risk-based decisions where appropriate and ensuring compliance to national legislation.
- Created our own training: a short Moodle course "Trusted Research: Assessing the Risks" to ensure researchers understand when they need to seek advice. We also signpost the HEECA training as a follow-on resource.
- Set up the compliance-support@gl.ac.uk helpdesk for all Trusted Research enquiries so we have one central point of contact.

- Run workshops and one-to-one / small group meetings to discuss Trusted Research, plus a monthly online open Q&A session.
- Adapted our Agresso research costing system to include an Export Controls risk flag.
- Engaged with the Research Collaboration Advice Team to guide our approach.
- Participated in the Russell Group Trusted Research Forum, the Scottish Research Integrity Network (SRIN) and HEECA sector activities.

The Group is chaired by the COO and membership includes the Vice-Principal's for Research and Knowledge Exchange and Economic Development and Innovation.

#### B.8 *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 4**.

#### B.9 *Head of School*

College of Arts and Humanities

*Head of the School of Humanities*

Professor Michael Brady has been appointed as the Head of the School for four years from 3 August 2023 for 4 years.

College of Social Science

*Head of the Adam Smith Business School*

Professor Eleanor Shaw has been appointed as the Head of the School for four years from 3 August 2023 for 4 years.

*Head of the School of Law*

Professor Claire McDiarmid has been appointed the Head of School for four years from the 1 October 2023 for 4 years.

College of Science and Engineering

*Head of the School of Geographical & Earth Sciences*

Professor Todd Ehlers has been appointed as Head of the School for four years from 2 May 2023 for 4 years.

College of Medical, Veterinary and Life Sciences

*Head of the School for Head of School of Biodiversity, One Health & Veterinary Medicine*

Professor Chris Loughrey has been appointed as the Head of the School for four years from 1 August 2023 for 4 years.

#### B.10 *Named Chair - Pontecorvo Chair of Pharmacogenomics*

A resolution for a new named chair is attached as **Annex 5**. The resolution has gone out for public consultation and is coming back to Court for final approval.

**Court's approval is sought for the resolution.**

#### B.11 *Honorary Fellowship*

**Annex 6** contains a nomination form for the award of an Honorary Fellowship to David Crawford.



**Court's approval of this nomination is sought.**

B.12 Rectors Election 2024

The election, which is run via the Senate, takes place every 3 years. The documentation has recently been updated ahead of the 2024 election. The rules and nomination process are at **Annex 7**.

**Court's approval of the process is sought.**

**ANNUAL SCHEDULE OF COURT BUSINESS**

<i>(Sept</i>	•	<i>Strategy Discussion Day)</i>
<b>September</b>	•	Pre-Court Briefing
	•	Report on any action taken under delegated powers over summer
	•	Court Strategy Day
	•	Committee memberships
	•	Statement of Primary Responsibilities
	•	Full Risk Register including Mitigation Actions/Risk Appetite
	•	Schedule of Court business for forthcoming year
	•	Report on previous year's attendance of Court and Committees
	•	Summary Income and Expenditure report (Finance Committee)
<b>November</b>	•	Pre-Court Briefing
	•	Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements)
	•	Report on Investments (Finance Committee)
	•	Summary Income and Expenditure report (Finance Committee)
	•	Audit and Risk Committee annual report
	•	Remuneration Committee report on senior pay review
	•	Annual Report on the University's Complaints Procedure
	•	Honorary Degree nominations
	•	Annual report to the Scottish Funding Council on Institution-led Review of Quality
<b>February</b>	•	Pre-Court Briefing
	•	Draft Outcome Agreement for next year from Vice Principal (or in April)
	•	Information Policy & Strategy Committee annual update
	•	Finance KPIs
	•	Summary Income and Expenditure report (Finance Committee)
<b>April</b>	•	Pre-Court Briefing
	•	Research update and KPIs from Vice Principal
	•	SFC Main Grant Allocations for forthcoming year
	•	Health, Safety & Wellbeing annual report
	•	Summary Income and Expenditure report (Finance Committee)
	•	Annual Self-assessment, convener appraisal and Code compliance
	•	Annual Report from Organisational Change Governance Group
<b>June</b>	•	Pre-Court Briefing
	•	Strategic Plan (annual update)
	•	SRC annual report
	•	Institutional KPIs
	•	Capital Programme
	•	Budget Overview for forthcoming year/Financial Forecasts/sustainability
	•	Learning & Teaching update
	•	Equality & Diversity Strategy Committee annual report
	•	Report on Investments (Finance Committee)
	•	Summary Income and Expenditure report (Finance Committee)

## University of Glasgow

### STATEMENT OF PRIMARY RESPONSIBILITIES

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

#### General

To be satisfied that appropriate mechanisms are in place:

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

#### Strategic Planning

9. to approve the mission of the University and its strategic plans, setting out its aims and objectives in teaching and research, and identifying the financial, physical and staffing requirements for their achievement;
10. to approve a financial strategy, long-term business plans and annual budgets;
11. to approve an estates strategy for the management and development of the University's estate and buildings in support of institutional objectives;
12. to approve a human resources strategy and to ensure that reward arrangements for its employees are appropriate to the needs of the University;
13. to monitor the University's performance against approved plans and key performance indicators;

### **Exercise of Controls**

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

### **Effectiveness and Transparency**

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

September 2023



University  
of Glasgow

Court 27092023 - Paper 6e  
Annex 2a

# OUTCOME AGREEMENT 2023–24

SEPTEMBER 2023

WORLD  
CHANGING  
GLASGOW



## Foreword from the Principal

The University of Glasgow is a civic institution, committed to making an impact on our city, on Scotland and globally, too. This includes our commitment to deliver against the 17 United Nations' Sustainable Development Goals (SDGs).

As this Outcome Agreement outlines, we want to be a world-changing University, creating a world-class learning and research environment across our three campuses and for the communities we serve. The University of Glasgow is recognised as a world-leading University, and we improved our position among the world's top 100 universities in the 2023 THE (Times Higher Education) World University Rankings, placing 82nd globally and 10<sup>th</sup> among UK universities. The University of Glasgow has also been named as Scottish University of the Year in The Times & The Sunday Times Good University Guide 2024 in recognition of the excellent student experience at Glasgow, the variety of learning options offered to our students and the groundbreaking research and innovation taking place.

We see ourselves as a proudly international institution, sharing study abroad partnerships with over 420 partners and creating opportunities for research collaboration and staff mobility across the globe. We've continued to work with our TNE partners and the University is an active member of Universitas 21, The Guild EU, CIVIS and we are proud to deliver 11 Erasmus Mundus Joint Master Degree Programmes. In the inaugural QS Europe University Rankings 2024, we were ranked 14<sup>th</sup> in Europe and 9<sup>th</sup> in the United Kingdom, placing our overall performance within the top 2% in the rankings.

As an international institution, we also understand the important role we can play in addressing the most significant humanitarian crises we face. This past year saw Glasgow awarded University of Sanctuary status, in recognition of the commitment we have made to supporting people who have experienced forced migration. We offer a range of assistance, including targeted pastoral, financial and educational support. This includes up to 20 places for our Sanctuary Scholarships and embedding a culture of sanctuary into our policies and processes, such as adjusted offers of entry and incorporating experiences of forced migration into the curriculum. Our work to support refugees and asylum seekers also sees us collaborating with external networks such as the Council for at Risk Academics (CARA), and within our own community, through Student Action for Refugees (STAR) and our Glasgow Refugee, Asylum and Migration Network (GRAMNet). We've also strengthened our ties with partner universities in Ukraine, through the Twin for Home initiative, partnering with National University of Kyiv-Mohyla Academy (NaUKMA) as well as two medical schools: Danylo Halytsky Lviv National Medical University and Poltava State Medical University.

This year we were also pleased to announce that the University has joined partners from across Africa and Europe in the formation of vital new Clusters of Research Excellence, established by the African Research Universities Alliance (ARUA) and The Guild of European Research-Intensive Universities (The Guild). These partnerships will bring together distinguished researchers from Glasgow (leading research on infectious diseases, multimorbidity, climate change, food security and genomics), together with universities and research institutes across both continents to address head-on the inequity that has characterised research in relation to Africa, to the detriment of global science. This exemplifies the approach we are taking as a responsible institution, focusing on meaningful and sustainable capacity building with in-country partners in nations impacted by Britain's colonial legacy. For example, through initiatives such as the Blantyre-Blantyre research collaboration

between Glasgow and Kamuzu University of Health Sciences which has strengthened life sciences research capabilities in Malawi and was recognised by the European Commission as an example of best practice in partnership-working to achieve the UN's SDGs. The University will also be leading a similar initiative with partners in Zambia to strengthen research capabilities, with support from the Scottish Government.

As this Outcome Agreement will outline, our ambition is to remain one of the top universities in the world, and to be the best university **for** the world.

As a research-intensive Russell Group University, much of our impact is rooted in research. Glasgow is one of the top universities in the UK for being awarded Research Council funding and in the 2021 Research Excellence Framework (REF), 93.1% of our research was assessed as world-leading or internationally excellent. The grade-point average (GPA) derived from the REF assessment showed Glasgow as the top-performing University in Scotland and 13<sup>th</sup> in the UK.

This year saw us celebrate the one-year anniversary of the opening of our Mazumdar-Shaw Advanced Research Centre (ARC): the beating heart of research collaboration at the University which signals our commitment as an institution to go further to break down traditional barriers to collaboration. Central to this is our ambition to foster a rich culture for research collaboration and knowledge exchange between researchers at all stages of their career and from across a variety of disciplines. The ARC brings together research focused initially on five key themes: Quantum Technologies, Creative Economies and Cultural Transformations, Digital Chemistry, Global Sustainable Development and Technologies Touching Life. It does not belong to a single School or College and instead provides an entirely unique and collaborative space for our world-class researchers to combine their expertise. For example, a team primarily based in the ARC and combined of expertise from medicine, engineering and life sciences, was awarded a tranche of £12 million in June 2023 from the Engineering and Physical Sciences Research Council (EPSRC) to develop engineered models of leukaemia in bone marrow, in order to better understand leukaemia development.

We know we have significant talent to harness within our research community, and we are committed to enabling opportunities for our researchers, and particularly for our PhD students. We recently hosted our inaugural James McCune Smith annual conference, organised by our first cohort of James McCune Smith PhD Scholars. These scholarships are supporting Black UK students to undertake PhD research at the University, and are named in honour of James McCune Smith, alumnus of our University and the first African American to graduate with a medical degree in 1837.

Our Research Strategy 2020-2025 was designed with the key challenges facing the world in mind, and we believe advancing knowledge and addressing inequalities and injustices should be the mission of all civically-minded institutions. In 2023 we opened our new Clarice Pears Building, home to our School of Health and Wellbeing which is providing a brand-new facility for colleagues, students and the local community to come together and collaborate on research projects designed to address the complex health and social challenges we face. As we continue to see the effects of the cost-of-living crisis on vulnerable communities, the work of colleagues in this School will be more crucial than ever.

We know there's much more we can do as an institution to pivot our work to meet these challenges, particularly in our own city. Glaswegians were once at the forefront of the industrial revolution and we want to reimagine the city as the epicentre of emerging technologies with potential to drive the nation's productivity and growth such as quantum, semiconductors, AI, XR/VR, telecommunications and life sciences. Core to this approach is our capacity as an institution to innovate quickly and efficiently, and we must continue to consider the strategic priorities of Government to ensure we remain responsive to new funding calls. Last year the University launched a new Innovation Strategy for 2022-2025, which will focus on empowering innovation in every corner of our institution, and in March 2023 we were delighted that six University of Glasgow-led projects were chosen by the UK Government as recipients of funding through the £100M Levelling-Up Innovation Accelerators programme.

This year also saw the announcement of the Glasgow Riverside Innovation District (GRID), led by the University, as Scotland's first ever whole-systems innovation demonstrator. Through this major initiative, known as 'GRID Discovery' we will attract inward investment to the Govan area of the city, creating access to good quality jobs, and developing a skills pipeline to build on the region's strengths. To this end, the close involvement of communities in the area will be critical and we're seeking to build on the existing partnerships we have with the Queen Elizabeth University Hospital and the NHS. Indeed, one of the first major steps we took to launch GRID Discovery saw us enter into an agreement with GE HealthCare, a leading global medical innovator, to work together to identify opportunities for collaboration focused on people-centred healthcare.

We've also committed to continued investment in our enabling infrastructure. This includes advancing plans for campus development, with our Adam Smith Business School & Postgraduate Teaching Hub opening by the end of the year and plans to increase the support provided for entrepreneurship at Glasgow. This past year we've seen major successes for University of Glasgow spinouts, with Causeway Therapeutics, a spinout specialising in tendon disease, raising £8.75M from investors. And Chemify, a digital chemistry spinout based in the ARC, raised more than £33M from international investors. We have immense potential to unlock and we can compete with our innovative European peers like Finland, Germany and Denmark.

To be a world-changing University we must also continue to focus our innovative capabilities on the climate emergency. Building on the legacy of COP26 in the city in 2021, we continue to prioritise sustainability and create opportunities for everyone in our community to play their part. In November 2022 we published a new Carbon Management Plan and we have continued to support initiatives such as GALLANT (developing Glasgow as a Living Lab Accelerating Novel Transformation to test sustainable solutions in partnership with the city of Glasgow). In addition, we have been successful in securing funding for four projects aiming to help Scotland reach net-zero through green hydrogen, working in partnership with the Scottish Government and industry partners including Glasgow Airport. While we were pleased to rank 13<sup>th</sup> in the world out of 700 universities in the QS World Sustainability Rankings 2023 and 2<sup>nd</sup> in Europe in the QS Europe University Rankings for sustainability, we are committed to going further to use our research, teaching and wider activity to support Scotland's just transition to net zero.

Beyond our research and innovation activity, we continue to make an impact through our initiatives to support widening access and lifelong learning. We continue to work with the University of Edinburgh and the education charity IntoUniversity through three centres (two in Glasgow



and one in Edinburgh) to support young people aged 7-18 to raise their aspirations into university, further education or employment. We work with over 30,000 school pupils across Scotland each year, and we've committed to developing opportunities to support the upskilling and reskilling of adult learners, particularly on issues linked to the climate emergency: offering micro credential courses on topics such as Carbon Literacy and Sustainable Decision-Making.

Above all, we understand that tackling the biggest challenges we face and supporting Scotland to achieve the UN's 17 Sustainable Development Goals demands that we work together with the communities we serve, with Government, industry and with our peers across the Higher and Further education sector.

These are just some of the ways that we have acted to meet the challenges of the moment and this Outcome Agreement offers further detail on the wide variety of initiatives the University has developed during AY 2022-23. There is much we look forward to in the months and year ahead, including the launch of two new Centres focusing on Data Science & AI and Public Policy. We'll also continue with our programme to commemorate one of our most notable alumni and Father of modern economics, Adam Smith, and we'll set out plans to commemorate the bicentenary of Lord Kelvin in 2024.

In delivering this Outcome Agreement, the University of Glasgow will continue to demonstrate the unique and significant contribution we make to society and to the aspirations of both the Scottish Government and the Scottish Funding Council. I look forward to working closely with both partners to deliver our shared priorities.

**Professor Sir Anton Muscatelli**  
**Principal and Vice-Chancellor**

## Priority Area 1: Fair Access and Transitions

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>• Total number of Scottish domiciled undergraduate entrants</li> <li>• The number and proportion of Scotland-domiciled learners articulating from college to degree level courses with advanced standing</li> <li>• The number and proportion of Scotland-domiciled full-time first-degree entrants from the 20% most deprived postcodes (i.e. the COWA target measure)</li> <li>• The number and proportion of Scotland-domiciled undergraduate entrants that are care-experienced</li> <li>• The number and proportion of full-time first year Scotland-domiciled undergraduate entrants returning to study in year two</li> <li>• The number and proportion of Scotland-domiciled entrants from the 20% most deprived backgrounds and from care</li> </ul>	<p><b>Delivery of the Commission on Widening Access (COWA) 2026 and 2030 sector targets</b></p> <p>The University of Glasgow has worked consistently with SFC, Scottish Government, the Fair Access Commissioner and the broader sector to implement the CoWA agenda. Our Principal, Professor Sir Anton Muscatelli, was an inaugural member of the Widening Access Commission and other University staff, including our Head of WP &amp; Lifelong Learning, have chaired or sat as members of the various working groups and committees created to deliver the CoWA agenda since 2016, including: the Access Delivery Group, Fair Access Framework Governance Group and the Access Data Short-Life Working Group (2018 and 2023).</p> <p>The University has increased its proportion of learners across a number of key measures in recent years (SDUE MD20, MD40, CoWA MD20), while increasing our intake annually against each. However, and as outlined in our self-evaluation, 22/23 saw a reset towards pre-pandemic levels of entry with SQA exams returning and the removal of centre-assessed grades. Importantly however, our 22/23 CoWA MD20 intake was still an increase on pre-pandemic levels (14.5% +1.0% on 19/20), highlighting the lasting progress made. In 2023/24, we aim to reach 15% MD20 for the CoWA target and 30% across our MD20/40 SDUE cohort as we move steadily towards the 2026 milestones and 2030 targets.</p> <p>In 2023/24, we will continue to use and develop our well-established network of partnerships with schools, Colleges, Local Authorities (LA's) and the third sector to evolve our provision. Our programmes are all multi-exit, and we work with target learners of all ages, no matter their intended destination of study (FE or HE). In this way, we aid the west region and broader sector by working with pupils and adult learners who will progress to other institutions across Scotland. Both Top-Up and our Summer School Programmes were highlighted as examples of best practice for the sector by CoWA in combining high quality outreach with contextualised admissions. We recently published peer-reviewed research into the impact and success of Top-Up (see <a href="https://www.ingentaconnect.com/contentone/openu/jwpl/2023/00000024/00000003/art00002">https://www.ingentaconnect.com/contentone/openu/jwpl/2023/00000024/00000003/art00002</a>).</p> <p>Our contribution to sectoral delivery of CoWA targets is considerable and underpinned by our strategic approach to our WP work. In doing so we place the needs of the individual learner at the forefront -</p>

<p>experienced backgrounds returning to study in year two.</p> <ul style="list-style-type: none"> <li>• The number and proportion of Scotland domiciled undergraduate entrants from the 20% and 40% most deprived backgrounds</li> </ul>	<p>encouraging informed choice of destination – supporting wider student success and retention and contributing to all CoWA targets.</p> <p><b>Engagement with the SFC funded National Schools Programmes</b></p> <p>We remain heavily involved in the development and delivery of the National Schools Programme (NSP), hosting the Reach West programme (since 2010) and Top-Up Programme (since 1999), the senior element of FOCUS West (SHEP). In 2023/24 we will continue to work jointly with SFC and on both a regional and national basis with our Reach, ACES and SHEP partners to ensure the NSP develops and works as effectively and flexibly as possible for learners. To enhance opportunities for our west of Scotland learners, we are expanding the formalised Admissions Progression Agreements via the Top-Up Programme from the current 8 HEIs to all Scottish HEIs, working with the sector to create this as a pillar of the NSP. This will give learners portability of credits earned and enable mobility to their course of choice; with 1,200 pupils entering HE each year via Top-Up: 300 to Glasgow and 900 to other HEIs. Through the NSP, we will continue to build on the arrangements already in place via the Reach partnership to increase the 200+ learners entering professional degree areas each year via Reach West.</p> <p><b>Broader WP &amp; Lifelong Learning Strategy</b></p> <p>The University merged its WP and Short Courses teams in late 2021, to create a new Widening Participation &amp; Lifelong Learning team, with an ambition to further develop our Access and adult learner provision and the pathways available for all learners progressing into the University of Glasgow. Work on this has proceeded well over the past 18 months and is ongoing. We are creating an integrated pathway system, involving our entire suite of WP and Access programmes, to produce proper choice and customisation of route for WP learners wishing to progress to degree study at the University of Glasgow, while also preparing those looking to study elsewhere in Scotland.</p> <p>For adult returners, we are strengthening the Access provision we run within the University and in partnership with the Scottish Wider Access Programme (SWAP), recruiting 200+ adult learners annually to each programme subject area. We continue to develop our bespoke HNC Articulation programmes with 8 College partners, a figure we will look to extend in 2023/24.</p> <p>We are progressing and enhancing our work for particularly vulnerable learners, underpinned by our signing of the Stand Alone Pledge in 2016, the Armed Forces Covenant in 2017, achieving the Carers Trust Going Higher Award in 2020. We achieved University of Sanctuary status in 2022 and continue to enhance</p>
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the bespoke provision for asylum seekers and refugees that we have developed over the past decade. Through partnerships with schools, colleges, LAs and the third sector, and with dedicated staff at all levels, including senior management driving this work forward, we are building pathways for progression from pre-degree foundation level to postgraduate study for forced migrant learners, with the multi-layered support and guidance needed for these most vulnerable of learners. Our bespoke provision for care-experienced learners has been in place since 2007, when we achieved the Buttle UK Quality Mark, and is now embodied within our Corporate Parenting Plan. We regularly review and evaluate this provision in conjunction with our students and those with lived experience. See: <https://www.gla.ac.uk/study/wp/care/>, <https://www.gla.ac.uk/study/wp/asylum/>.

In 2023/24 we will continue to develop our partnership (launched in 2020-21) with the educational charity IntoUniversity and the University of Edinburgh, with three community-based centres operating in Govan, Maryhill and Craigmillar. The centres continue to engage with around 3,000 target WP pupils aged 7-18 annually, providing support across the entire learner journey.

For our School of Social and Environmental Sustainability based at the Crichton Campus in Dumfries specifically, we are finalising a new articulation agreement with Dumfries and Galloway College for second year entry into our MAPE programme starting in academic year 2024/25. Furthermore, we have developed our Undergraduate Summer Residential programme to take a hybrid online/in-person approach. This programme allows prospective students to experience university life and has been developed in response to consultation with our FE partners and their students.

We engage with 10,000+ senior phase and adult learners annually via our programmes and enable thousands more primary and early secondary pupils to participate online. We continue to guarantee adjusted offers to students from WP learner groups, and those who take part in our programmes; including students from SIMD20/40 postcodes, and those who are care-experienced, estranged, carers, asylum seekers and refugees (see <https://www.gla.ac.uk/study/wp/adjustedoffers/adjustedentry/>). By these methods, we continue to ensure equity at point of entry and retain our ability to enhance the flexibility of entry routes and entry points to degree study at the University of Glasgow.

This is complex work. As a civic-facing, global, research-intensive institution, recently ranked 76<sup>th</sup> in the QS World University Rankings 2024, we attract very high levels of applications from all sections of Scottish society, the rest of the UK, Europe and internationally. We must maintain a balance to meet the needs of each learner within a diverse student body, with widening access holding a prominent place in our strategy moving forward.

## Priority Area 2: Quality Learning and Teaching

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>• The number and proportion of full-time first year Scotland-domiciled undergraduate entrants returning to study in year two</li> <li>• Satisfaction – the percentage of respondents to the National Student Survey satisfied with the overall quality of their course</li> <li>• The number and proportion of Scotland-domiciled undergraduate qualifiers entering positive destinations</li> <li>• The number and proportion of Scotland-domiciled full-time first-degree graduates entering professional occupations</li> <li>• The number of Scotland-domiciled qualifiers at undergraduate level</li> <li>• The number and proportion of Scotland-domiciled entrants from the 20% most deprived backgrounds and from care-</li> </ul>	<p><b>Our Approach to Learning and Teaching</b></p> <p>Our <u>Learning and Teaching Strategy</u> outlines our approach to a student-centred learning experience. For 2023/24, we have identified key areas of focus that reflect the priorities associated with strategy implementation across 4 workstreams. These are:</p> <ul style="list-style-type: none"> <li>• Creation of staff-facing resources to support adoption of new forms of assessment; staff guidance concerning appropriate use of Generative AI; and changes to assessment policy designed around programme-level outcomes.</li> <li>• Creation and preparation for the launch of a framework to support interdisciplinary undergraduate projects for students across all years of UG study; and progress towards a ‘common core’ approach in areas of study that relate to life skills.</li> <li>• Scoping activity (internal and external) to evaluate our approach to embedding student skills in the curriculum and identification (and where possible adoption) of a new tool to support skills portfolios.</li> <li>• Staff development and evaluation of teaching practices that support continued adoption of active learning approaches to teaching.</li> </ul> <p>During 2023/24 we are increasing our central resource dedicated to supporting the implementation of the strategy, with new web pages being launched to support this work. There will also be ongoing commitment to funded student internships as part of the underpinning work to support implementation.</p> <p>The student experience of learning and teaching and related support will be the subject of our recently developed all-student ‘Student Experience’ survey which is in addition to long-standing quality assurance procedures (see below) and the NSS. In addition, College and School level plans continue to focus on supporting the learning community and strengthening the Student Voice, where we expect to implement recommendations arising from our 2022/23 student voice working group.</p>

<p>experienced backgrounds returning to study in year 2</p>	<p>Following disappointing scores in the 2023 NSS around closing the feedback loop (student voice) and timeliness of feedback, these actions will be even more important, and the themes of student feedback and timeliness of feedback will feature in the 2023-24 student experience survey and be subject to follow up through programme-level NSS action plans where particular problems are identified.</p> <p>Finally, University-wide work will be undertaken to adopt templates in our Virtual Learning Environment, a direct response to student feedback and the desire for consistency in the online experience.</p> <p><b>Quality Enhancement and Assurance</b></p> <p>There are no planned changes to our academic quality processes which have just been reviewed during our QAA Quality Enhancement and Standards Review. Our Internal Led Review Process (Periodic Subject Review) will have caught up with the full cycle following the postponement of some reviews in previous years due to the pandemic initially, and subsequently, industrial action. We continue to require all academic staff who are new to teaching to undertake the Post-Graduate Certificate in Academic Practice (PGCAP) and our internal recognition scheme aligned to the Professional Standards Framework continues to grow in popularity. We have a developing programme of staff upskilling and CPD - and as noted in the self-evaluation - have expanded Peer Assisted Study Support for students during 2022/23 and so will evaluate this and review the levels of investment required ahead of the start of the 2023/24 AY.</p> <p>The Student Representative Council (SRC) remains a key partner in institutional decision making, and with regards to quality and enhancement of L&amp;T activity. In addition to pre-pandemic consultation and feedback arrangements (such as student-staff liaison committees, class representation etc), we are continuing with some additional means of communication / fora that were introduced during the pandemic and which were deemed beneficial for decision making and consultation. These are:</p> <ol style="list-style-type: none"> <li>1. A weekly meeting of relevant colleagues co-led by the VP Learning and Teaching and Clerk of Senate</li> <li>2. A weekly update from the Clerk of Senate to the SRC President and SRC VP (Education) which was established in 2020/21 during the pandemic.</li> </ol> <p>We are also implementing the recommendations from the working group to review how we best capture the student voice:</p>
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	<ol style="list-style-type: none"> <li>1. A refresh of the Student Voice framework to enhance consistency in student voice processes;</li> <li>2. Creation of resources for staff to foster good practice;</li> <li>3. A review of current methods of course evaluation.</li> </ol> <p>The group will continue in session 2023-24 with a wider remit and membership to take forward these recommendations. The SRC's VP (Education) was co-convenor of this working group. The SRC remain fully embedded in our decision-making structures, contributing to the development of policy and scrutiny of all aspects of the academic experience. Formal structures are complemented by informal meetings to support student-led activity and student representation across all levels of the University and to ensure that representatives have access to University Senior Managers on a regular basis in addition to the course, School and College level access that they have on a regular basis.</p> <p>We have a well-established set of processes that form part of our obligations within the QEF, and we supplement these with analytics that are shared through our Planning Insights and Analytics team (PIA). We have now embedded a reporting process to support our Periodic Subject Reviews that has been welcomed by Schools. Academic areas under review are now provided with a standardised data pack in advance of writing their self-evaluation. The data pack incorporates information on NSS results, SSRs, retention and progression, student demographics, gender profiles of students and staff, student numbers and so forth. PSR panels scrutinise the data and discuss insights during panel meetings in order to identify actions that will lead to improvements in areas of identified weakness, such as progression and attracting a more diverse student cohort.</p> <p>During 2023/24 we will begin to implement our new Student Facing Services Review Framework with an initial focus on exam planning. More broadly, we intend to consolidate work on the framework for evaluating the outcomes of our Learning and Teaching Strategy and aligning this with institutional KPIs and the returns on investment from transformation work and directed internal funding. This work is being done in tandem with work on the Student Experience Strategy to ensure alignment and a holistic approach.</p> <p>Our Learning &amp; Teaching strategy demonstrates our commitment to ongoing support for blended and fully online learning. As reported previously, we invested in central teams to support the design and implementation of blended learning during 2022/23. We have expanded our support for learning technology, and we continue to invest in the L&amp;T infrastructure with respect to upgrading AV/IT in teaching spaces and further rolling out lecture recording facilities in response to student and staff demand. We are embarking on work from September 2023 to standardise the Virtual Learning Environment and will</p>
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	<p>undertake a broader review of our online environment and approaches to blended learning following a QESR recommendation that we do so. Work that commenced in Semester 2 of 2022/23 on the Learning and Teaching IT Architecture is expected to conclude during 2023/24 resulting in a series of recommendations around systems integration and new systems development concerning curriculum management and assessment. If approved, these projects will underpin significant changes in the digital experience for students and staff from 2023/24 and beyond.</p> <p><b>Student Experience, Partnership and Support</b></p> <p>Our close partnership with our SRC enables us to work together in enhancing the student experience and is very much valued in supporting us to shape our approach to Learning and Teaching. As previously reported, there is no formal Student Partnership Agreement (SPA) between the SRC and the University. As outlined in our ELIR 4 the introduction of a SPA has been considered but both student representatives and senior leaders were of the clear view that it would not add further benefit to the already existing strength of our student partnership, particularly in light of the SRC's specific representation and welfare functions rather than the broad remit of the generic students' association model found in most HEI's.</p> <p>We recognise the difficulties faced by students in securing term-time accommodation last academic year, given the ongoing housing shortage across Glasgow. We have worked with the SRC and other partners to ensure the impact on new and returning student is mitigated as much as possible.</p> <p>In light of this planning for AY 2023/24 begun as early as possible. The University of Glasgow has a core portfolio of 3,399 bed spaces, whilst an additional 203 bed spaces were purchased from Unite Students to accommodate residents who were unable to secure accommodation within the existing portfolio. For the 2022/23 session, via nominations with private accommodation providers, the University bought a further 826 bed spaces, which will rise to 1,000 for the four subsequent academic years resulting in a total contractual period of 5 years. Whilst it was anticipated that this would be sufficient based on historic demand and student behaviour, capacity remained challenging in 2022/23 and therefore a further 1,200 beds for the 2023/24 session and the subsequent 4 following years have been secured.</p> <p><b>Students are supported in their mental health and wellbeing</b></p> <p>We have seen an increasing number of students with complex and severe mental health issues. Our Counselling Service offers students a confidential space to talk about issues affecting their mental health</p>
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	<p>and wellbeing, obtaining support and guidance to ensure that they can successfully engage with their programme of study and enjoy University life more generally. For 2023/24 this resource has been developed further to respond to a wide range of needs and to ensure prompt access to appropriate support and guidance.</p> <p>Furthermore, staff in the counselling service continue to liaise with GPs and CMHT where appropriate. Like other institutions we are looking to forge more effective partnerships with our local NHS colleagues in order to facilitate access to clinical pathways for our students whose needs go beyond and cannot be met by internal provision. Following talks with NHS GG&amp;C, we are preparing to pilot a liaison role, jointly managed between the University Counselling Service and CMHT, in 2023/24.</p> <p>Student mental health and wellbeing is placed at the forefront of all orientation and transition provision, and most prominently within the Transition 2 Glasgow programme. All students undertaking T2G participate in a range of mental health and wellbeing content, covering topics from adjusting to University life to dealing with perfectionism and procrastination. Students can continue to explore these and other related topics through our wellbeing Masterclass programme.</p>
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## Priority Area 3: Coherent Learning Provision

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>• The number and proportion of full-time first year Scotland-domiciled undergraduate entrants returning to study in year two</li> <li>• Satisfaction – the percentage of respondents to the National Student Survey satisfied with the overall quality of their course</li> <li>• The number and proportion of Scotland-domiciled undergraduate qualifiers entering positive destinations</li> <li>• The number and proportion of Scotland-domiciled full-time first-degree graduates entering professional occupations</li> <li>• The number of Scotland-domiciled qualifiers at undergraduate level</li> <li>• The number and proportion of Scotland-domiciled entrants from the 20% most deprived backgrounds and from care-</li> </ul>	<p>At the University of Glasgow all new degree programmes are introduced only after there has been rigorous market and stakeholder analysis, both domestically and internationally.</p> <p>In doing this, our External Relations team draw on sources including previous enrolment data from HESA, current global market interest data from Studyportals, labour market insight data from Lightcast, as well as local knowledge from the central and in-country recruitment teams to inform their analysis. External Relations share external market reports, sector updates, policy changes across the UK and major competitor markets with Schools and Colleges to inform recruitment and programme development.</p> <p>In addition, we draw on other means of determining alignment with Scottish priorities specifically. We have advisory boards for a number of our Schools (e.g. Adam Smith Business School, School of Computing Science), many links into the NHS, and our growing work around economic development (e.g. Glasgow Riverside Innovation District) all provide information and consultation pipelines for informing our priorities around programmes. There's work underway in several areas to increase our Continuing Professional Development (CPD) offering to local employers and we have maintained a bespoke focus in our SFC Upskilling provision such that we can align well with policy priorities and areas of higher skills gaps in Scotland. We also have strategic partnerships with FutureLearn and Coursera who bring their own employer insights to the course commissioning process, and share market intelligence when selecting and/or commissioning courses from us for their platforms (where we have engaged many thousands of learners). Our curriculum transformation and skills development work associated with the L&amp;T strategy is based on engagement with employers and our normal course and programme approval process.</p> <p>Through the above processes, the School for Social and Environmental Sustainability based at the Crichton Campus in Dumfries is a driving force in developing HE provision in the South of Scotland. The School works with local employers to understand labour market need, and develop programmes for a range of learners accordingly. Recently, this has resulted in the developed of a new undergraduate programme on 'Global Sustainable Development' and two new MSc programmes: 'Ecology and Environmental Monitoring'</p>

<p>experienced backgrounds returning to study in year 2</p>	<p>and ‘Language and Literacy Education’ which have received positive feedback from employers across the region. All programmes are due to commence in 2024/25.</p> <p>In addition to those processes outlined above, our SFC Upskilling portfolio continues to allow us to work closely with key stakeholders (such as the Glasgow Chamber of Commerce and Project Lift) and to promote courses through organisations such as Zero Waste Scotland, the Scottish Council for Voluntary Organisations, and the General Teaching Council for Scotland (GTCS). Since the pilot ran in July 2020, over 6,000 fully funded learners have enrolled onto our upskilling courses. All our courses align with the social and economic recovery priorities, and we have contributions from all 4 academic Colleges of the University.</p> <p>We continue to evolve our offering of courses via an annual Upskilling Course Commissioning Process, which ensures the SFC Upskilling portfolio provides flexible provision to allow people to upskill or reskill in strategically important areas. This process - bespoke to SFC upskilling activity - involves inviting course ideas in the form of an initial expression of interest and where progressed, a full course proposal developed in partnership with colleagues in External Relations. This allows for the exploration of skills gap to be addressed as well as market demand and fit with the SFC scheme. Final commissioning involves academic, marketing and the SFC upskilling teams (convened by the Vice Principal) input to select courses that will go forward for development. Once courses have been commissioned, they are then subject to the normal academic course design and quality assurance processes as outlined above, from course proposal scrutiny and review through School Boards of Study, to board of examiners approval and then creation with support of the Learning Innovation Support Team. The process stimulates discussions about closer alignment of and opportunities for expanded CPD and credit-bearing provision in all our Colleges and gives us new insights into the motivations and success of these part-timer learners in particular. This highlights specific learner need, and the support required for successful transition to further study and/or employment.</p> <p>The programme for 2022/23 is just concluding, and the portfolio for 2023/24 launched in July 2023. An SFC Upskilling Oversight Board reviews target number for courses and evaluates course success in terms of recruitment and retention, outlined via learner insights reports produced by the Upskilling team for each course in the portfolio. As courses are designed for SFC-funded learners, we have bespoke course evaluations that include insight on study motivation, career impact etc, with findings shared with course teams to help inform decisions around future course offerings, modes of delivery and assessment design. Further details can be found here: <a href="https://www.gla.ac.uk/study/sfcupskilling/portfolio/">https://www.gla.ac.uk/study/sfcupskilling/portfolio/</a>.</p>
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## Priority Area 4: Work-Based Learning and Skills

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>• The number and proportion of Scotland-domiciled undergraduate qualifiers entering positive destinations</li> <li>• The number and proportion of Scotland-domiciled full-time first-degree graduates entering professional occupations</li> <li>• The number of Scotland-domiciled qualifiers at undergraduate level</li> </ul>	<p>Our Learning and Teaching Strategy has a firm focus on work-based/informed learning and skills, with several workstreams continuing across 2023/24 that will ensure our breadth of programmes are supporting students to gain and develop the skills they need to be successful in their chosen careers, whilst helping to address regional and national skills needs in partnership with employers and industry.</p> <p>Key in this is our approach to - and work in support of - the graduate apprenticeship agenda. Our Graduate Apprenticeship in Software Engineering has been offered since 2019/20, with 25 apprentices graduating this year. For 2023/24, we aim to recruit up to 40 new Graduate Apprentices, building on previous years cohort size. Across all four current cohorts, 132 students are enrolled on the Graduate Apprenticeship programme, involving 18 employer partners. We continue to work closely with employers to assess the efficacy of our GA provision and opportunities for future collaboration.</p> <p>Further, our Careers &amp; Global Opportunities team works with over 150 organisations each year to offer over 300 internships on an exclusive basis to University of Glasgow students. Nearly all internships are paid, and are available on a local, national and international level. Within the Internship Hub, 'Find a Solution' offers paid internships with local charities to help find innovative solutions to problems:  <a href="https://www.gla.ac.uk/myglasgow/careers/findingjobs/internships/">https://www.gla.ac.uk/myglasgow/careers/findingjobs/internships/</a></p> <p>Students can also engage in a range of international work and study opportunities including semester and full-year study abroad at a partner institution, work placements, work experience and summer schools. More information is available here: <a href="http://www.gla.ac.uk/myglasgow/students/goabroad/">www.gla.ac.uk/myglasgow/students/goabroad/</a>. Annually we send and support 600 students overseas and 92% of students this year reported they gained skills, knowledge and competencies that they wouldn't have obtained studying at Glasgow. 200 students in this cohort undertook work abroad activities.</p> <p>In 2023/24 we will take a more data informed approach to supporting student career development and employability by implementing Careers Registration to survey students each year at registration on their career readiness and work experience. This will help to target students more effectively throughout the</p>

	<p>student journey and design the support required. This can be linked to Graduate Outcomes data in due course for more in-depth analysis. Additionally, Careers &amp; Global Opportunities will track underrepresented groups that perform less well in the Graduate Outcomes survey against their engagement with careers activities and adapt programmes and communications for better support of these groups.</p> <p>We will continue to provide high quality careers and employability interventions within and alongside the curriculum to improve student confidence in identifying and achieving their careers goals. This will be done through teaching, coaching, Careers Masterclass series, digital careers resources. We will also provide high quality opportunities through placements, internships and study abroad securing funding to support these initiatives so more students can participate. Students will have access to employers via range of events and vacancies through GlasgowCareers portal.</p>
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## Priority Area 5: Net Zero and Environmental Sustainability Response

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>• Current total green house gas (GHG's) emissions – estimated or actual baseline emissions, scope 1 total emissions, scope 2 emissions total, and scope 3 business travel total</li> </ul>	<p>The University of Glasgow recognises that the world is facing a climate emergency. <a href="#">Glasgow Green</a> represents the University's response to that emergency. It commits the University to a very significant plan of action to achieve carbon neutrality by 2030, with interim targets over the next decade. This is in compliance with the Scottish Government public sector carbon reporting and reduction guidance Public Sector Leadership on the Global Climate Emergency.</p> <p>Included within this is a detailed Carbon Management Plan which includes more stretching targets of reducing our footprint to 27,000 tonnes by 2030. We aim to achieve the 2030 target by:</p> <ul style="list-style-type: none"> <li>• Reductions in business travel (new guidelines and monitoring arrangements are now in place across the University)</li> <li>• Reductions in commuting (new hybrid working arrangements are now in place for most members of staff)</li> <li>• Improvements in energy efficiency</li> <li>• Improved space utilisation</li> <li>• Extended use of alternative sources of energy</li> <li>• Tree planting schemes on our Cochno farm site, with 15ha to be planted in 2023/24 alone</li> </ul> <p>Our National Table of Measures attached to this submission outlines our progress in reducing our carbon footprint across the last few AY's, and our projection for total Green House Gas emissions in 2023/24, detailed by scope.</p> <p>Alongside this, we have committed to using our expertise and resource to make a measurable difference by raising public understanding of climate change and the challenges it represents for humanity. We have started by engaging the energies of our staff and students – many of whom are already willing us to go further and faster in addressing this agenda. We have recently received permission to proceed with developing an Eco-hub on campus, due to open in spring 24, which we will use as a space to engage with student/staff on sustainability related issues and is also part of the programme of work aimed at enhancing student experience on campus.</p>

	<p>We continue to address the research, teaching and public engagement dimensions of the sustainability agenda through the Centre for Sustainable Solutions and through direct collaborations with other stakeholders, including Sustainable Glasgow (led by Glasgow City Council). This includes <a href="#">GALLANT</a>, the <a href="#">Sustainability in Learning and Teaching Community of Practice</a> and <a href="#">UrbanByNature</a>.</p> <p>Furthermore, we were proud to be ranked 13<sup>th</sup> in the world in the 2023 <a href="#">THE Impact Rankings</a>, and 2<sup>nd</sup> in the world for SDG11 – Sustainable Cities and Communities. We also performed strongly across a range of other individual SDG's, including SDG 13 Climate Action (53<sup>rd</sup> in the world). This ranking clearly demonstrates the impact the University is making in the world by working towards the UN SDGs.</p> <p>The Times Higher Education Impact Rankings offers a helpful framework of metrics with a mixture of qualitative and quantitative measures which we use year on year to assess progress and create targeted action plans. We increasingly use the SDGs as a lens through which we measure the impact of our work in terms of research, learning and teaching, University operations, and civic engagement, and we are seeing the benefits of this through our improved contribution to the SDGs. We plan to continue to submit to the THE Impact rankings in future.</p>
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## Priority Area 6: High Quality Research and Innovation

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Indicators of Success:</b></p> <ul style="list-style-type: none"> <li>• Narrative showing use of SFC research excellence grant funding to achieve/ work towards contribution to Scottish Government policy priorities including net zero, increasing productivity, new jobs, Scotland's global influence, boosting enterprise, entrepreneurship, EDI, child poverty, green economy, climate change. Including alignment with priorities in the National Strategy for Economic Transformation and the National Performance Framework. These will contribute to impact reporting.</li> <li>• Research culture – where applicable, we will seek a high-level understanding of how institutions are developing, supporting and embedding positive research cultures (we appreciate that different</li> </ul>	<p><b>Research Excellence Grant (REG)</b></p> <p>As in previous years, Research Excellence Grant (REG) funding will be directed to our research activity through various channels. As a key source of funding for the University, it will enable us to continue to work towards the aims set out in our Research Strategy 2020-2025, with a focus on collaboration, creativity and careers, and an emphasis on ensuring that our research delivers new knowledge and societal impacts.</p> <p>The REG funding is shared with Schools across all four Colleges. At this level it supports existing research activity, while enabling us to create new research collaborations (disciplinary and cross-disciplinary) that respond to societal challenges and government priorities. Included in our plans for 2023/24 is the development of the Carbon, Climate and Net Zero Concordat, a strategic research collaboration between UofG and University of Edinburgh, which will be supported in part through our REG funding. This collaboration, stemming from Scottish Government priority and request, will harness the collective research capacity and expertise of our two institutions to help accelerate the government's progress towards net zero - positioning the HE sector at the centre of a national economic recovery - and anchoring an inclusive collaborative model aimed at taking a major thematic 'missions' approach to new research opportunities, commercial collaborations, consortia and policy-making.</p> <p>REG funding has and will continue to enable us to be agile in identifying and supporting clusters of research strength, responding to opportunities, and building a visionary approach that will allow us to reshape the way we exploit our combined strengths in research, innovation, partnerships and influence to respond to grand challenges.</p>



<p>institutions will define research culture in different ways, please adhere to your own definition or use the Royal Society's definition as a guide).</p> <ul style="list-style-type: none"> <li>• Evidence of compliance with the Researcher Development Concordat through the Outcome Agreement process and Research Integrity Concordat through engagement with Universities UK.</li> </ul>	<p><b>Research Postgraduate Grant (RPG)</b></p> <p>RPG funding is allocated to each of the 4 Colleges in relation to the FTE of PGR students and a cost weighting for each unit of assessment. Units of Assessment are mapped to the Schools within the Colleges. Each College will consider its funding separately, allocating this for strategic or operational needs as well as allocating this further to its Graduate School or constituent academic Schools. For AY 2023/24 funding will be used variably for:</p> <ul style="list-style-type: none"> <li>• Graduate/doctoral school activities, resources and/or staff costs</li> <li>• PGR studentships</li> <li>• Institutional contributions towards full economic cost of PGR-related grants (such as research council-funded CDTs or DTPs)</li> <li>• Researcher development staff costs</li> <li>• PGR research costs (e.g. consumables, equipment)</li> </ul> <p><b>Sustainability</b></p> <p>In considering our research strengths and planning for the future, the University has proposed a broader, more collaborative and integrated approach - Glasgow Changing Futures (GCF). GCF, which has been endorsed by the University's senior management group, has been in an intensive consultation phase since mid-2022 and will become our framework to harness UofG strengths across research, innovation and teaching; outlining how we remain at the forefront of tackling the major societal challenges of our time. The approach will demand transformational change at the institutional level and beyond, challenging traditional silos, and enabling UofG to enhance its disciplinary and transdisciplinary research offerings, ensure financial and reputational sustainability while responding to our civic and societal responsibilities to further knowledge and drive innovation.</p> <p>In the initial 18-month phase 1, which will include AY 2023/24, the focus will continue to be on building support across the institution, securing investment and identifying opportunities for strategic alignment. This phase has identified two initial priorities: sustainability and health inequalities. Moving into phase 2, efforts will be focused on building the operating, support and governance models of GCF, identifying the scope of</p>
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	<p>activity for the two priority areas explored in phase 1, building a business case for UofG investment, and communicating and engaging across the institution and beyond to gain momentum and buy-in.</p> <p><b>Research Environment</b></p> <p>Our Research Strategy 2020-2025 places collaboration, creativity and careers at its forefront, and in 2023/24 we will continue to prioritise incubating a healthy research environment that enables and empowers our research community to flourish in a rapidly changing and often challenging landscape. Across research and innovation, teams and projects continue to evolve with interdisciplinarity and cross-working as a paramount consideration.</p> <p>Efforts to ensure a positive environment and healthy research culture will continue at all levels in 2023/24. The 'Shaping Schools' Research Priorities and Activities' initiative is ongoing. All Schools have participated in a reflective and collaborative SWOT analysis and will have submitted their 5-Year Action Plans by the start of the 2023/24 academic year. These plans have been supported by the latest guidance, information and resources to inform thinking around key issues such as leadership and management; equality, diversity and inclusion; staff and student support and career development; encouraging engagement, innovation and impact; and identifying both threats and opportunities and strategies for both. These plans will be reviewed and revised over the remainder of 2023 and will inform Colleges' and Schools' future deployment of REG funding.</p> <p>A positive research culture is a key priority for the University of Glasgow – in the way we evaluate, support and reward quality, how we recognise diverse contributions to a research activity, how we support career development and progression, and how we are building an environment in which individuals collaborate in an atmosphere of openness and trust. Our approach to cultivating a positive research culture has been enshrined in our Institutional Strategic Priorities for Research Culture 2020-2025: focussing on Collegiality, Career development, Research recognition, Open research, and Research Integrity. Progress on the Culture Action Plan is governed by the Research Planning and Strategy Committee (Chaired by the VP Research &amp; Knowledge Exchange). Our Research Culture work has received external recognition, including from the Royal Society, the UK Research Integrity Office, the Academy of Medical Sciences, the Guardian University Awards and BEIS R&amp;D People &amp; Culture Strategy.</p>
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In addition to the Schools' action planning process (outlined above), in 2023/24 a number of strategy initiatives supporting healthy and robust research environment, culture and practice will continue to be supported and developed, including:

- The [UofG Fellows' Network](#), which brings Research Fellows together to reflect on what it means to be a good research leader and how that translates through to influencing good practice and building a better research culture (more on the rationale and development of the Network is available on our [Research Culture and Researcher Development blog](#));
- The [Research Staff Assembly](#), a community-based platform encouraging researchers at UofG to connect and engage with each other through an online site and monthly briefings that encourage open conversations about what it means to be a researcher at UofG;
- The SpARC initiative designed to provide support for accelerating research collaboration. This is a new programme of activities delivered in partnership between Research Services and the [Advanced Research Centre](#) to encourage and support the ideation and development of new research and collaborations. The first half of 2023 saw the launch of facilitated interdisciplinary themed workshops and networking events aimed at bringing researchers together from all Colleges.

Crucially, this work is supported by investment in central infrastructure and support, including investment in specialised teams to coordinate support for Strategic Research Initiatives; Research Culture & Researcher Development; Research Governance, Policy & Integrity; and Research Impact & Engagement.

### **Research Concordats**

The University's annual institutional Research Integrity Statements are published here: [www.gla.ac.uk/myglasgow/ris/researchintegrity/about/annualstatementonresearchintegrity](http://www.gla.ac.uk/myglasgow/ris/researchintegrity/about/annualstatementonresearchintegrity).

We have now completed a very busy year 3 of our [Action Plan](#) to implement the Concordat for the Career Development of Researchers. Our Research Strategy is operationalised through three university-wide priorities: Collaboration, Creativity and Careers. The actions outlined in our Concordat Action Plan have been purposefully aligned to these priorities and present mechanisms for the implementation of the Research Strategy, such that researcher development is seen as core business. Concordat implementation is led by the VP (Research & Knowledge Exchange) in close collaboration with the Research Culture and Researcher Development Team within Research Services. The newly launched Research Staff Assembly acts as a steering group to shape Concordat actions, co-design initiatives, and review progress.

## Priority Area 7: University Innovation Fund

Outcomes & Measures	UofG Actions and Outcomes
<p>The UIF plans should meet the following requirements:</p> <ul style="list-style-type: none"> <li>• Set out how the institution will use the UIF uplift to support the delivery of key strategic drivers in the Scottish Government's Innovation Strategy and Entrepreneurial Campus, in a collaborative, sector wide context.</li> <li>• Demonstrate a strong commitment to helping Scotland achieve its green recovery ambitions, a well-being economy and just transition to a net-zero carbon society such as through CPD, collaborative R&amp;D, events, spin-out and start-up support. Pooling effort and resources to leverage funding into Scotland such as from UKRI or as activity related to Scotland's Inward Investment Plan is strongly encouraged.</li> <li>• Support and lead delivery of 'the Entrepreneurial Campus'</li> </ul>	<p>The University has recently approved a new 2023-25 Innovation Strategy and a major £12m accompanying investment into its Innovation Directorate to deliver on our ambition to be recognised as an entrepreneurial University. This is in addition to the University's <a href="#">Knowledge Exchange Fund</a> (GKEF), an internal funding source that explicitly matches the UIF Platform grant contribution. The Strategy is currently being implemented through an action plan which aligns with UIF outcomes under the following headings:</p> <p><b>I. Demand Stimulation:</b> We are building a core innovation capability through the strengthening of our IP&amp;C team and the recruitment of three new teams covering Innovation Partnerships, Academic Consultancy and Economic Development. Our central Innovation team will increase to thirty FTEs during 23/24 with a further ten business development roles being recruited directly into the four Colleges. At College level in Medical, Veterinary &amp; Life Sciences (MVLS) and in Science and Engineering (CoSE) the UIF funding is supporting growth in these Business Development teams which have a collective target of doubling research income from industry engagement over the next three years. The combined Business Development team, including the centre and the four Colleges, will comprise approximately thirty FTEs. We have appointed a new Head of Innovation Partnerships to co-ordinate and drive success across these teams.</p> <p>Within the Colleges, Arts &amp; Humanities will continue to expand its successful Catalyst series with two new events to identify new partnerships with industry, as well as developing a framework to enable the event to be replicated by others. Social Science will similarly leverage their Gaitherin business network to develop its partnership pipeline.</p> <p>We will also work with Social Sciences, the Adam Smith Business School and our new Centre for Public Policy to develop new ways of stimulating demand from external partners in particular Government and Public Bodies for collaboration in research and innovation activities.</p> <p>A new Innovation Communications Manager is being appointed as part of the Innovation Strategy Action Plan and this role will serve as an important link with potential clients from Government, NHS, Public Bodies, Industry and other HEIs.</p>

through the UIF. AY 2023-24 plans must include collaborative efforts to begin the implementation of the long term strategy.

- Support and lead delivery of key aspects of Scotland's Innovation Strategy, building on existing collaborative efforts particularly around Commercialisation Framework development.

- Demonstrate a commitment to supporting the further development and implementation of SFC's Review plans particularly in relation to the University KEIF and becoming strategically closer to SFC infrastructure investments.

This important investment in business development spans the whole institution and goes beyond the traditional approach to partnering which focuses just on industry clients in recognition that some of our most important clients are in Government and the NHS, which demands a different approach and skill set.

**II. Simplification / Commercialisation:** The University will launch its new Academic Consultancy Service to help support and drive consultancy activity across the University, creating a one-stop shop for businesses to tap into our world-class expertise. The new Service will be complemented by a revised consultancy policy offering a full service model to academic consultants, further stimulating growth in business engagement.

Academic Consultancy is recognised as an effective and easy route to form partnerships across all disciplines. By providing a simplified full-service model for researchers we are encouraging staff to get involved at an early stage in their career and also demonstrating to external partners that working with the University is easy and worthwhile. By raising awareness of consultancy and building skills among research staff in every University area we will effect a long-term shift in our institutional culture and change how consultancy practice is perceived. This cultural shift will be completed by a revised Consultancy Policy to enhance incentives, clarify our institutional purpose and articulate the roles and responsibilities of all parties involved in the consultancy process.

**III. Simplification / Greater Innovation:** Our Innovation Strategy 2023-25 sets out our ambition to stimulate higher levels of participation in innovation practices. To do this effectively we need to change how we think about innovation and entrepreneurship. We will do this by challenging how we do things, managing expectations and provide the right expertise, incentives and enabling infrastructure.

The three enabling themes of our new strategy are to (1) Connect our innovation communities (2) Change mindsets, and (3) Invest in our enabling infrastructure: these will be supported by the work of four teams of professional staff based in the IEED team. With a significant investment by the University in this team and supported by the UIF funding at College level we are building capability which will earn a reputation for collaboration, innovation and entrepreneurship. This in turn will allow us to support the Government's strategic goals in NSET, The National Innovation Strategy 2023-33, and the recent reports *Pathways: A new approach for women in entrepreneurship* and *The Entrepreneurial Campus*.

We have committed to doubling our innovation outputs within a three year period which will bring our performance as an institution up to a level competitive with many of our peers, but our ambitions are greater than that and are built on the research and teaching excellence which our institution is known for. As we progress through the action plan we have the flexibility and scope to add capability to our work at both

College level and Centre. This will allow us to react to a changing environment and align with Government policy as that too evolves.

In addition to the strategy action plans we also have other College based activities in the coming year targeting greater levels of innovation activity: MVLS will hold a healthcare innovation event in November 2023 to highlight how it can support healthcare innovation, officially launch and identify new opportunities for the Digital Health Validation Lab (DHVL) and develop new partnerships with industry. Science and Engineering will launch a strategic partner secondment scheme to foster direct knowledge transfer and stimulate innovation in the economy. The College will also run two internal business accelerator programmes (one general, one focused on healthtech) to nurture new spin-out opportunities into the economy. Social Sciences meanwhile will create new executive education and bespoke CPD offerings with a focus on policy and business to facilitate knowledge access across career stages and sectors.

**IV. Entrepreneurial Campus:** In support of NSET we will develop an integrated entrepreneurial campus infrastructure, establishing essential components including incubation spaces, seed funding and banks of technical and professional expertise to support entrepreneurs from our academic and student population.

The UIF Uplift will play a significant role in changing how we utilise UIF funding. With the uplift we are supporting 5 new activities in 23/24. The uplift will contribute approx. 60% of the total cost of the following set of programs and outcomes in support of the Entrepreneurial Campus ecosystem:

Program	Partners	Description	Outputs	Themes
<b>Creative Arts Collaboration</b>	College of Arts and Humanities, RCS, GSA	Promote the creation of new ventures from creative arts and collaboration between three Glasgow institutions	20 Pre-Commercialisation projects in Creative Arts per annum	1,2,6,7,8,10
<b>UofG MedTech Collaboration</b>	MVLS and CoSE	Identify new MedTec commercialisation opportunities between MVLS and CoSE	10-15 Pre-Commercialisation MedTec projects /year	3,6,7,8
<b>Scottish Universities</b>	UofG, UofE, UofS	Develop an investment proposal with UofS and UofE for a SUIF	A new investment fund for all Scottish	1,3,6,7,8

<b>Investment Fund</b>			Universities and Colleges	
<b>Social Sciences Suite</b>	SocSci/ASPECT members	ASPECT 3.0, ZINC, SDG Identifier Program, CIVTECH	3 Testbed Projects, 8 Pre-Commercial, 2 SDG solutions, 4 new pipeline projects	2,3,5,6,7,8,9,10
<b>UofG Accelerator (101 &amp; Venture Builder &amp; Open Access Founders)</b>	UofG Business School /STAC /IEED/Converge	Develop our own accelerator 101, with program modules for Pharma, MedTec, STEM, Creative Arts and Policy. In addition run an Open Access Founders program for Glasgow region entrepreneurs. <b>2 year programme.</b>	Bespoke accelerator tailored for UofG which will provide education, training and immersive opportunities building to 240 researchers/students and citizens/year	2,3,(4),6,7,8,9
<b>1 Programme Manager Fixed Term 24 months</b>				
			40-50 new projects /year	
			200 new entrepreneurs trained / year (100 / year 1)	
			20 open access founders /year	
<p>Focusing on the key themes of Collaboration, Inclusiveness, and Growth, these six programs will deliver outputs in new projects for the innovation pipelines, new partnerships with other HEIs and new skills in entrepreneurship across researchers, staff, and student populations. The outcomes from this activity align fully with the Entrepreneurial Campus blueprint. The programmes are supported by the uplift and from SIPF funding from GCR, in particular for developing our own Glasgow Accelerator which is being done in</p>				

partnership with Converge and sector-specific entrepreneurs to offer a full suite of training and experiential learning. The outcomes from this activity align fully with the Entrepreneurial Campus blueprint, although we recognise that this is a developing area of work, and we are committed to working collaboratively with SFC and the wider sector to support the identification and delivery of other opportunities mid-year.

**V. Equality and Diversity:** Following a successful pilot event in 2022/23, the University will launch a new community-building and support network for women entrepreneurs, offering a year-round programme of events for current and prospective female founders. The network is fully funded and will feature input and experts from across the Scottish innovation ecosystem.

**VI. International:** we will launch a Founders Club to engage and bring together our international network of entrepreneurial alumni, investors, partners and other universities, strengthening Scotland's reputation for innovation on the global stage. The Adam Smith Business School will also continue to leverage the tercentenary anniversary of Adam Smith beyond its internationally focused Tercentenary Week of celebrations with its continuing leadership in UK and EU Entrepreneurship Education initiatives.

**VII. Inclusive growth and social impact:** our leadership of the Glasgow Riverside Innovation District via the nationally announced GRID Discovery programme will deliver innovation projects on the ground and drive inclusive economic growth in some of Scotland's most deprived communities via key national innovation assets such as the Digital Health Validation Laboratory and the Lighthouse Legacy Lab. Working in partnership with the NHS, MVLS will develop a Genomic Innovation Alliance to serve as a further innovation asset for Scotland, catalysing genomics innovation and accelerating these life-enhancing innovations into practice. The Living Lab will further bolster its leadership in this space with a new Director of Industry Partnerships and a Director of Clinical Innovation.

Our recently announced GRID Discovery Program will bring outputs from our innovation and entrepreneurship work directly into our GRID communities. Working with our partners in the NHS, Business and Government we have a proposal to establish community based rapid diagnostic centres based on the newest technology, practice and service levels available.





University  
of Glasgow

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Annex 2b

# SELF-EVALUATION 2022-23 SEPTEMBER 2022

WORLD  
CHANGING  
GLASGOW



## Section 1: Outcomes for Students

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Fair Access and Transitions</b> Education is accessible to students from all backgrounds and students at all levels are supported through successful pathways.</p> <p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>- Total Number Scottish Domiciled Undergraduate Entrants (SDUEs).</li> <li>- Proportion of Full Time, First Time SDUE from SIMD20 postcodes (the CoWA measure).</li> <li>- Number of SDUEs with Care Experience.</li> <li>- Articulation – advanced standing from college level to degree level study.</li> </ul> <p><b>High Quality, Learning, Teaching and Support</b></p> <p>Students at all levels experience a high-quality, safe and supportive learning</p>	<p><b>Fair access and transitions</b></p> <p>Our 2022/23 performance has been robust with sustained progress made in widening access both to the University of Glasgow and the wider Scottish HE sector. This has been achieved via our extensive and varied suite of pre-entry programmes and provision for vulnerable groups, contributing significantly to national strategy and fulfilling the aims of the CoWA Blueprint for Fairness.</p> <p>As anticipated and outlined in our 2022/23 Outcome Agreement submission, we saw a resetting of MD20/40 proportions within the overall SDUE intake and FTFD MD20 COWA intake. This is as a result of the return of SQA exams, and the ongoing impact of the pandemic felt by learners who have suffered over two years of disruption to their learning. Encouragingly however, our intake numbers exceeded 2019/20 entrants, continuing the long-term trend of increasing MD20/40 learner intake at the University of Glasgow.</p> <p>In 2022/23, SDUE MD20 recruitment was 15.2% (-1.9% on 2021/22, +1.4% on 2019/20) and MD20_40 was 29.4% (-4.5% on 2021-22, +0.8% on 2019-20), while the FTFD MD20 CoWA target intake was 14.5% (-2.2% on 2021-22, +1% on 2019/20) of entrants.</p> <p>2021/22 saw our highest ever figures for all targets, aided by the proactive approach we adopted throughout the pandemic, using our well-established network of partnerships with schools, colleges, LAs and the third sector, to mitigate the particularly weighty impact of covid upon WP applicants. In 2022/23 we maintained this approach - continuing to use Summer School performance in lieu of Higher Grade results, mitigating the disruption and impact of Covid and giving applicants greater confidence to accept Glasgow as their destination of choice.</p> <p>As we move further past the pandemic, we will continue to develop our evidence-based approach of making all contextualised offers to WP applicants conditional upon successful pre-entry programme completion, to ensure learners are best prepared and supported to succeed at the degree level. This is key in supporting us to reach the COWA targets by 2030 in a controlled and sustainable manner.</p> <p>In articulation, we continue to expand our bespoke HNC Articulation Programme, increasing the number of HNC programmes from one in 2018/19 to 15 in 2022/23. College partners have increased from 4 to 8. HNC</p>

<p>experience that enables them to succeed in their studies and they find it easy to participate and engage in their educational experience</p> <p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>- Retention.</li> <li>- Articulation</li> <li>- No. of Scottish domiciled qualifiers at undergraduate level.</li> <li>- Overall student satisfaction (NSS).</li> <li>- Outcomes of QAAS engagement and review work commissioned by SFC.</li> <li>- Institutional ILR annual reports.</li> </ul> <p><b>Partnership, participation, and student experience</b></p> <p>Students find it easy to participate, have their voice heard and valued, and influence their educational and student experience.</p> <p><b>Core Associated National Measures:</b></p> <ul style="list-style-type: none"> <li>- Outline approaches to enhance student engagement and experience.</li> </ul>	<p>entrants with Advanced Standing (year 2 entry) have increased from 11 in 2018-19 to 42 in 2022/23 (UofG internal figures), 33% of our 127 HN entrants. We will continue to work with our college partners to increase HNC pathways to Glasgow, increasing year 2 entrants moving forward.</p> <p>We continued to enhance our provision for vulnerable groups, who were impacted most by covid, including: care experienced students; those estranged from family; carers; asylum seekers, and refugees, providing increased financial, academic, and pastoral support on a sustained basis. Our WP &amp; Lifelong Learning team worked closely with our Student Support Officers and Health and Wellbeing Officers to support our most vulnerable students through their whole learner journey, from pre-entry to graduation. In 2022/23, 45 entrants self-identified as care experienced, 1.2% of our overall intake.</p> <p>All our WP&amp;LLL work is underpinned by evaluation and research, which we share with the sector and is available at: <a href="https://www.gla.ac.uk/study/wp/research/">https://www.gla.ac.uk/study/wp/research/</a>. We recently published an example of this, demonstrating the highly successful impact of our Top-Up Programme on student outcomes at the University. Top-Up has been funded by the SFC and supplemented by LA and core funding for 24 years, a shining example of partnership work fostering successful outcomes for WP learners. No other example exists in the UK of a programme running for as long and underpinned by evaluation to provide evidence of impact (See: <a href="https://www.ingentaconnect.com/contentone/openu/jwpl/2023/00000024/00000003/art00002">https://www.ingentaconnect.com/contentone/openu/jwpl/2023/00000024/00000003/art00002</a>).</p> <p>Furthermore, and in developing and consolidating our position as an evaluation leader in the sector, our WP Research &amp; Evaluation Officer has established a new SCAPP WP Evaluation Matters Community of Practice.</p> <p>Across 2022/23, our comprehensive provision and partnership network enables us to evolve and increase our provision as required, including our pre-entry programme offering and 1:1 support for particularly vulnerable WP applicants and students. Our regional and national partnership work enabled us to mitigate the particular and ongoing impact of Covid on Scotland's most deprived areas across 2022/23, 68% of which are in our region. Through this work, we maintain our commitment to significantly contributing to the sectors CoWA targets through to 2030.</p> <p><b>High quality learning, teaching and support</b></p> <p>In April 2023, we had our QAA Quality Enhancement and Standards Review (QESR) following which the QAA has confirmed that it has 'confidence' in the University's quality, standards and approach to learning and teaching; with our approach to implementing the <a href="#">Learning and Teaching Strategy</a> identified as good</p>
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<p><b>Learning with Impact</b> Students are equipped to flourish in employment, further study and to lead fulfilling lives.</p> <p><b>Core Associated National Measures:</b> -Graduate Outcomes (Scottish Domiciled qualifiers in positive destinations, and FT Scottish domiciled qualifiers employed at 'professional' level).</p> <p><b>Equalities and Inclusion</b> Every student has their individual needs recognised in terms of protected characteristics; and everyone is treated fairly and with respect.</p> <p><b>Indicators of Success:</b> - Institutions comply with relevant legislation and commit to prioritising action to tackle inequalities. - Action is taken to improve management information (protected characteristic data) with regard to equalities priorities (e.g. harassment,</p>	<p>practice. During 2022/23, we continued to work on implementation of our strategy with priorities identified for the coming year and all strategy workstreams fully up and running. Additional funding was secured to support implementation, and in partnership with the SRC, we ensured significant student engagement across all elements of the implementation work. This work was integrated alongside the delivery of our Student Experience Strategy to ensure a holistic approach.</p> <p>The 2022/23 QESR processes produced a recommendation around reviewing blended and online learning to ensure more consistency which is helpful and timely. Much of our effort in recent months has been focused on developing a roadmap for the learning and teaching IT architecture and linking this with more incremental changes in the roll-out of our existing systems. We have experienced challenges with launching a new IT development to support assessment and feedback and so will continue work on this into 2023/24. The solution we are developing would significantly improve visibility for students of all their assessment dates and feedback deadlines, and is part of a multi-million pound project to enhance our practices, processes and systems around assessment.</p> <p>Furthermore, during 2022/23 there has been ongoing investment in lecture recording facilities as we have continued to upgrade our teaching focussed estate, with a continued commitment to staff upskilling around the use of digital solutions, and continued skills support through student learning development (more details below). Across our centrally managed teaching spaces, 58% now have lecture recording capabilities.</p> <p>Unfortunately, our NSS overall satisfaction score in the summer of 2022 fell by 3.53%, taking us to 23<sup>rd</sup> in the UK. We saw disappointing outcomes in terms of 'student community and belonging' - we see the outcomes of our 2022/23 Student Voice Working Group (co-led by the SRC VP Education) as being an important part of understanding that landscape and improving students' connection with their peers and with the University. Individual areas of the University have planned activity in relation to student community as outlined in the Outcome Agreement for 2023/24.</p> <p><b>Partnership, participation and student experience</b></p> <p>The University and SRC continue to work closely on the collaborations outlined in our 2022/23 Outcome Agreement, with all having been fully cemented into normal working practices. The most significant of these is the weekly meeting to advise our Education Policy and Strategy Committee on matters across the education spectrum. This meeting which is well represented by the SRC President and VP Education,</p>
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<p>mental health.</p> <p>- Understand how protected characteristics impact on core measures.</p>	<p>addresses questions associated with examination policies and arrangements, student communications concerning the Marking and Assessment Boycott, mitigations and actions etc. The frequency of communication with the SRC as part of this meeting is extremely beneficial.</p> <p>In 2022/23, members of the SRC have worked with the University to further develop a variety of policies including the Accessible and Inclusive Learning Policy, the Good Cause policy, and the Student Carers policy. In addition, the SRC VP Education has been co-leading a working group on the Student Voice, which set out to review the effectiveness of current Student Staff Liaison Committees and the course evaluation processes. The group has made recommendations for a centralised staff training resource as well as further development opportunities for class representatives to be developed in 2023/24.</p> <p>2021/22 saw significantly increased levels of Higher-Grade conditions being met, coupled with a significant COVID and legislative-driven decline in the private rental / HMO sector across Glasgow. This meant that student residential capacity was severely constrained in the city. The University of Glasgow has a core portfolio of 3,399 bed spaces, whilst an additional 203 bed spaces were purchased from Unite Students to accommodate residents who were unable to secure accommodation within the existing portfolio. For the 2022/23 session, via nominations with private accommodation providers, the University bought a further 826 bed spaces, which will rise to 1000 for the four subsequent academic years resulting in a total contractual period of 5 years. Whilst it was anticipated that this would be sufficient based on historic demand and student behaviour, capacity remained challenging in 2022/23 and therefore a further 1,200 beds for the 2023/24 session and the subsequent 4 following years have been secured.</p> <p>A weekly meeting hosted by the Exec Director of Commercial Services, brings together representation from Accommodation Services, the SRC, Student &amp; Academic Services, Security and Health, Safety and Wellbeing to best understand and address needs of students in relation to housing. At the most critical time during Sept – Nov 2022, this group was augmented to include those overseeing the provision and allocation of emergency accommodation in hotels and/or serviced apartments.</p> <p><b>Learning with impact</b></p> <p>Student Learning Development (SLD) continues to work with all students to enhance academic skills and improve student learning. Over 16,000 students completed our Academic Writing Skills Programme across AY 2022/23; we ran year-round courses (ranging from introductions to academic writing and ‘theory for the</p>
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	<p>terrified’ to navigating interdisciplinary learning and the ‘four Rs of argumentation’. In addition, our new peer enabled activity team has already run almost 50 peer mentor training sessions (across all four Colleges), has trained dozens of peer mentors, and is working in partnership in seven Schools to embed peer learning.</p> <p>Our Learning &amp; Teaching Strategy puts emphasis on student employability and skills development. Two workstreams were established in 2022/23 (Student Professional Skills and Curriculum Transformation) to lead on the development of activities to support skills development within the curriculum and as part of the student learning experience. The workstreams provide an unprecedented opportunity to bring together academics, professional services staff and students to share good practice and develop new strategies to enhance student employability including the development of our Graduate Attributes Framework and exploration of how more work-related and work-based learning could be incorporated into the curriculum. The Graduate Outcomes surveys between 2018/19-2020/21 indicates that an average of 71% of our graduates agree that they are using the skills they learned during their studies in their current role.</p> <p><b>Public health emergency</b></p> <p>2022/23 saw course delivery back on campus in full, with online learning elements taking place where courses had been redesigned in a blended form and had undergone the required quality assurance process. Following initial trepidation on the part of some students and staff, on-campus teaching has gone well with good attendance seen. There has been some evidence of students finding the adjustment from working from home to working on campus (particularly where they transitioned into 1<sup>st</sup> or 2<sup>nd</sup> year) challenging as they form new relationships and routines around learning. However, investment into wellbeing support has mitigated this somewhat and we have seen the amelioration of these concerns as the year has progressed.</p> <p><b>Equalities and inclusion</b></p> <p>The University reported on our <a href="#">Public Sector Equality Duty Mainstreaming Report 2021-23</a> in April 2023. This report included an update to the Equality Outcomes set in 2021 and references the National Equality Outcome set by the SFC in January 2023.</p> <p>The Disability Service underwent a review in 2020-21, and has been implementing significant changes to service delivery to improve student experience:</p> <ul style="list-style-type: none"> <li>• In 2021-22, the University increased in Disability Adviser roles from 4 FTE to 6.5 FTE this reduced the allocation of each of the Advisers with the aim of improve Disabled students experience. In 2022-</li> </ul>
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	<p>23, the University has recruited an additional specialist role of Mental Health Disability Adviser, in 2021-22 3% of our students registered with a Mental Health Condition, and these students often have complex needs, so the specialist resourcing enhances capacity and understand of these students.</p> <ul style="list-style-type: none"> <li>• In addition, we have increased our Assistant Disability Advisers by 1FTE to 3 FTE. This has improved capacity within the service and, despite a significant increase in the number of student registrations, students have been seen more quickly, having their requirements accessed and communicated earlier in the academic year than was previously possible.</li> <li>• The Disability Service review identified the opportunity to register students early for the service, to ensure reasonable adjustments were in place prior to arrival in September. This processes involved promoting the service to students at an early stage and encouraging early communication. This required adjustments to a range of systems and process, however has the aim of addressing the traditional 'rush' of students at enrolment stage. The impact of this policy means by June 2023, the Disability Service had already seen and conducted interviews with 70+ students for academic year 2023-34.</li> <li>• A review of the Accessible and Inclusive Learning Policy was lead by a Dean of Learning and Teaching, and this has considered what we can mainstream through all of our provision to benefit all students – but with a specific focus on Disabled students. In the review, recommendations were made to embed the policy across all learning environments and changes will be reported within Annual Quality &amp; Enhancement Review Reports, Program Information Process documents, and Periodic Subject Review forms. This is a key part of our Learning and Teaching strategy, and ensure accessibility and inclusion are at the centre of the student learning experience.</li> </ul> <p>The University continues to implement the <a href="#">Understanding Racism Transforming University Culture</a> (URTUC) action plan. Progress in 2022/23 includes:</p> <ul style="list-style-type: none"> <li>• The <a href="#">#TogetherAgainstRacism</a> anti-racism campaign was launched in October 2022, this focused on microaggressions and overt racism, encouraging students and colleague to report. The campaign included a manager resource pack, website with content on microaggressions, racial literacy, conversation guides, allyship and upstander interventions. The campaign was launched with a video from three members of Senior Management Group and posters and digital displays across campus.</li> <li>• The Decolonising the Curriculum Community of Practice have created an open-source reading list, and are recording a podcast series with internal and external speakers. There will also be two days of workshops with colleagues coming from universities across the UK to share what "Building Institutional Networks in Response to Decolonising the Curriculum" could or should look like.</li> </ul>
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	<ul style="list-style-type: none"> <li>• 38 new volunteer Respect Advisers recruited, to ensure ethnically diverse representation. The Respect Advisers received anti-racism training in advance of the launch of the Together Against Racism training.</li> <li>• Anti-racist training for the Senior Management Group and the University's Senior Leaders Forum has been completed.</li> <li>• The colleague <a href="#">Global Majority Network</a> has held a series of events, and have invited guest speakers Professor Gary Younge, Professor Paul Miller and Barbara Becnel, as well as taking the 'Curating Discomfort' tour.</li> <li>• Anti-racism training sessions delivered to 700+ colleagues from Estates and Commercial Services Directorates.</li> </ul> <p>In December 2022, the University received the independent investigation by Morag Ross KC <a href="#">Independent review of the University's approach to addressing Gender-Based Violence</a>. This review, conducted over the previous year, made 16 recommendations to the University, which were accepted in full. Since 2023, steady progress has been made including:</p> <ul style="list-style-type: none"> <li>• A review of website reporting material to ensure students and colleagues can access the relevant information swiftly.</li> <li>• Setting up a Legal and Governance team, pulling Student Conduct and Complaints Resolution Office into the Court Office.</li> <li>• A complete review of the Code of Conduct for Students, and additional resource for the conduct team.</li> <li>• A new Safeguarding team (4 FTE) are currently being recruited.</li> <li>• Additional resourcing for the GBV Counselling.</li> <li>• Additional resourcing for the SRC Advice Centre to appropriately support both parties in a conduct case.</li> <li>• Co-ordination of conduct policies across and between the student bodies and the University.</li> <li>• A planned GBV campaign for the next academic session.</li> <li>• A review of the support provided to Schools and teams around GBV and harassment cases.</li> </ul> <p>The University's aim is to build trust with our systems and processes following the outcomes of the Ross Report. Our Student Experience Strategy has Inclusion and Belonging as a key pillar. To fulfil this, students should feel safe on campus, and should they experience inappropriate behaviours (including GBV) they have survivor focussed support mechanisms and conduct processes which are resourced professionally and appropriately.</p>
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## Section 2: Outcomes for Research

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Research Excellence</b></p> <p><b>Indicators of Success:</b> Case studies showing use of SFC research excellence grant funding to achieve/ work towards greater excellence with additional emphasis on contribution to Scottish Government policy priorities including net zero, increasing productivity, new jobs, Scotland's global influence, boosting enterprise, entrepreneurship, EDI, child poverty, green economy, climate change. Including alignment with priorities in the National Strategy for Economic Transformation and the National Performance Framework. These will contribute to impact reporting.</p> <ul style="list-style-type: none"> <li>- REF2021 results were published in April 2022.</li> <li>- Research culture – Where applicable, we will seek a high-level understanding of</li> </ul>	<p><b>Institutions produce excellent research outputs</b></p> <p>2022/23 marked the halfway point since the launch of the University's five-year Research Strategy, with its focus on 'working in teams' to advance the three priority areas of collaboration, creativity and careers. With the establishment and shape of our Research Services Directorate developing over this year, REG funding has enabled the University to deepen its focus on delivering actions identified in our 2022/23 Outcome Agreement:</p> <ol style="list-style-type: none"> <li>I. <u>Strengthening our culture of creativity and collaboration:</u> Over 2022/23 we deployed REG funding in various initiatives intended to support research excellence and the enhancement of our research culture and environment. The University celebrated one year since the opening of the Mazumdar-Shaw Advanced Research Centre (ARC), which houses a diverse portfolio of cross-disciplinary and collaborative research projects supported in part by REG funding. Interdisciplinary and collaborative activities have been at the heart of work undertaken within the ARC, with 75% of activities involving more than one School/College or with partners outside the University. Around a quarter of the over 400 research engagement activities have involved industry partners and another quarter cite policy makers as a target group. Additionally, the SpARC initiative was launched to encourage and support the ideation and development of new research and collaborations, with the first workshops created in response to the announcement of the UKRI cross-research council responsive mode pilot scheme.</li> <li>II. <u>Professional support for development of external grant applications and deriving societal impact:</u> As outlined in our previous year's Outcome Agreement, the ARC has become a key delivery vehicle for exciting new initiatives designed to nurture and stimulate cross-disciplinary collaboration within and beyond the University that address complex research challenges and contribute to Scottish Government policy priorities. Led by the Strategic Research Initiatives team this has included piloting a distributed resource model pooling the expertise of professional staff in different Colleges and service areas to help shape strategic grant bids; and the organisation of curated workshops designed to spark new approaches and connections among researchers from diverse disciplines within the context of UKRI cross-disciplinary funding calls. Additionally, this past year the University has prioritised collaborative support models that bring IP and commercialisation expertise together with research development, knowledge exchange and impact expertise into wide-ranging discussions with</li> </ol>

<p>how institutions are developing, supporting and embedding positive research cultures (we appreciate that different institutions will define research culture in different ways, please adhere to your own definition or use the Royal Society's definition as a guide).</p> <p><b>Research Sustainability (incorporates Collaboration)</b></p> <p>Institutions ensure that their world-class research programmes are on a sustainable footing, particularly amidst the uncertainty surrounding the UK's future relationship with Horizon Europe.</p> <p><b>Indicators of Success:</b></p> <ul style="list-style-type: none"> <li>- Evidence of compliance with the Researcher Development Concordat through the Outcome Agreement process and Research Integrity Concordat through engagement with Universities UK.</li> </ul>	<p>researchers seeking funding for knowledge exchange proposals that seek to exploit UofG research. This allows the early identification of potential impacts, particularly spin-outs (whether for-profit or social enterprise), and a broad-based support network for the researcher. Establishing this level of cooperation, paved the way for the aligned institutional approach to our bids for UKRI Impact Acceleration Accounts (IAAs) that was praised in UKRI feedback.</p> <p>iii. <u>Giving people time and space to think creatively</u>: Aligning with the University's Research Strategy and aimed at enhancing research leadership, a key 'Talent Lab' project was launched in 2022/23 - the Fellows' Network. The forum has provided academic staff the time to discuss emerging topics/issues, while also providing opportunities for sharing and discussing ideas and stimulating possibilities for collaboration. Additionally, interdisciplinary networking events have been in place since early 2023 with the aim of giving researchers the time and space to make new connections and explore potential collaborations across disciplinary boundaries. Targeted measures have also been taken to encourage agile/creative thinking. As an example of this, for all recipients of additional NERC funding supporting agile follow-on research, the University decided to ring-fence complementary funding so that each PI would be free to initiate follow-on engagement activity after the close of the research funding period. The usage criteria for the funds were kept deliberately light-touch, so that researchers could capitalise on ideas, collaboration and knowledge exchange opportunities and contacts emerging during the NERC funding period.</p> <p>iv. <u>Increasing research leadership skills and capacity</u>: REG funding allows the University to focus our investments on people and thematic areas, while also driving capacity-building and research enhancement more broadly. In addition to the existing leadership development provision for R&amp;T staff, the University launched a new 'Talent Lab' for Research Leaders specifically targeting academic staff at Senior Lecturer / Reader levels and newly-appointed Professors. To build capacity and encourage strategic planning and collaboration within Schools more broadly, a Schools Action Planning process has been launched which builds on post-REF 2021 reflective analyses submitted in every Unit of Assessment.</p> <p>v. <u>Tackle major challenges through cross-disciplinary research</u>: In May 2022, the University initiated broad-based consultations around a proposal entitled 'Glasgow Changing Futures', which is intended to focus attention and effort on solutions to major societal challenges by drawing on disciplinary strengths and strong foundations in terms of people, talent, culture and infrastructure. Glasgow Changing Futures - described in more detail within our 23/24 Outcome Agreement - is an opportunity to establish large, collaborative strategic research programmes underpinned by principles of discovery, curiosity, and application, with problem-inspired themes and challenges. Priority themes for the first phase are sustainability and health inequalities.</p>
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	<p><b>The research impact reaches beyond academia</b></p> <p>UofG focussed its efforts to align its activities with the UN Sustainable Development Goals across all strands of research, teaching and operations. New posts have been recruited centrally to support this effort, and to establish a strong data-led evidence base to ensure alignment, identifying areas of strength. In the 2023 Times Higher Education World Impact Rankings, UofG improved its performance over the previous year, rising 6 places to 13<sup>th</sup> out of 1,700 universities from 115 countries.</p> <p>Furthermore, there has been investment across the Colleges - supported in part by REG funding - to ensure robust support for embedding impact awareness, planning and activity within the central research offices. This dovetails with the University achieving a full complement (~£6.5M) of Impact Acceleration Accounts in 2022, from AHRC, MRC, BBSRC, EPSRC, STFC and ESRC, one of only 6 HEIs in the UK to do so. The successful bids were all aligned under 4 key priorities supporting an institutional strategic framework for engagement, innovation, and research impact: (i) capacity-building, culture change and research impact; (ii) partnership development; (iii) commercialisation and entrepreneurship; and (iv) mobility. With embedded impact support roles in Colleges allowing a more integrated approach to research engagement and with the 'levelling up' of investment in our College of Arts and Humanities by securing an AHRC IAA, we have been able to accelerate momentum in the earlier identification of opportunities for cross-disciplinary impactful research; building of critical mass around key funder priorities and societal challenges; further breakdown of disciplinary boundaries; and progress towards our ambitions in genuinely inclusive innovation and impacts of all types.</p> <p><b>The research environment supports excellence and impact</b></p> <p>We have continued to invest in supporting a research environment that promotes excellence and impact, and we have been vigilant in assessing how that environment supports researchers of all backgrounds and ensures equality of access to opportunities and development. We have put EDI considerations at the heart of research and impact development, e.g. by working on actions arising from the Equality Impact Assessment conducted as part of REF2021 (ethnicity of R-only independent staff, female-authored outputs). We are also tracking the participation profile of researchers applying for supportive funding for engagement and knowledge exchange projects, whether through our Glasgow KE Fund or the Impact Acceleration Accounts, so that we can identify and address potential barriers to participation.</p> <p>Additionally, we have launched several strategic initiatives aimed at enhancing key aspects of our research environment, culture and practice. These include the UofG Fellows' Network, which brings Research Fellows</p>
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	<p>together to reflect on what it means to be a good research leader and how that translates through to influencing good practice and building a better research culture; the Research Staff Assembly, helping researchers at UofG to connect and engage with each other through an online site and monthly briefings that encourage open conversations about what it means to be a researcher at UofG; and the SpARC initiative, designed to provide support for accelerating research collaboration.</p> <p>Regarding impact, the University invested in a distributed resource model across its four Colleges in 2017 to support researchers to understand, plan and capture the potential societal impacts from their research. Initially this model supported the submission of a robust REF impact portfolio through the recruitment and co-location of College-based impact support with the central REF and impact teams. However, in early 2021, the Vice Principal for Research &amp; Knowledge Exchange developed the 'embedding impact' theme with proposals for retaining the institutional knowledge built up during REF preparation; the permanent integration of that research impact support within each College's research and innovation support service, noted in section above, (while maintaining the relationship with the broader institutional impact team); and the development of an institutional impact pipeline that would monitor impactful research and engagement from the early stages and allow earlier and more effective support across the research development, knowledge exchange and innovation spaces. An important element of this pipeline is the ability to monitor our participation profiles, ensuring diversity and inclusion in relation to the access to opportunities and support offered by engagement and impact activities. Having greater visibility of the breadth of engaged research being conducted at the University helps research professional staff direct financial and other support earlier and more effectively. It also facilitates recognition of achievement more broadly across the research community.</p> <p><b>Research sustainability and culture</b></p> <p>In July 2022, we formed the Research Culture and Researcher Development portfolio in the Research Services Directorate creating a positive shift from <i>alignment</i> of the Concordat and Culture Action plans to one <i>integrated</i> approach to developing Research Staff, as a key group within our research ecology. This joint agenda recognises that an engaged, motivated, and thriving researcher community is the foundation of a positive research culture. Additionally, a supportive and enabling culture drives greater engagement of Research Staff with career development and community building activities and supports them to be recognised for their contribution. Significant investment in the new Research Culture Team has enabled further embedding of this 'whole culture' approach to researcher development, as evidenced below.</p>
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	<p>The Research Culture and Researcher Development portfolio now includes 5 new Research Culture focused roles: A Research Culture Manager; a Research Culture Specialist (Communities and Collegiality); A Research Culture Specialist (Career Destinations); A Research Culture Project Assistant; and a PGR Intern supporting Research Culture Events. Working closely with the Lab for Academic Culture, the five portfolios in Research Services, the Careers service, and with the College Research Offices we have worked to define and resource four new Research Culture workstreams promoting greater collegiality, recognition and career development throughout:</p> <ol style="list-style-type: none"> <li>1. Pathfinder is the name for all University of Glasgow initiatives, activities and events supporting researchers with career awareness, options, planning, and transition. It comprises discussions and online career narratives sharing the experiences of alumni in a range of post-PhD careers, workshops supporting application and interviews, career coaching, mock interview panels, and (coming soon) a career mentoring platform.</li> <li>2. We have begun to work on a development strategy for the Managers of Researchers. Our approach places collegiality at its core, and works in tandem with our supervisor development strategy, to create a holistic approach. It currently comprises online on demand learning resources, workshops on mentoring skills, and support through the newly launched Fellows Network. A PI podcast and a New PI Starter Kit are coming soon.</li> <li>3. We are raising the profile and recognising the value and expertise of our Research Professional Staff (across all specialisms and job families) through the launch of a Research Professional Staff Network. We have worked collaboratively across the Colleges and Central Service Directorates to define a remit and aims for the network and priorities for staff professional development.</li> <li>4. We are paying close attention to Research Staff Engagement and the identity of 'The Glasgow Researcher' and working to create a coherent end-to-end researcher experience. This has so far seen the launch of new quarterly on campus inductions and tailored exit support. We have recently launched the Research Staff Assembly (a network for all UofG research staff) to bring us into regular conversational spaces.</li> </ol> <p>Moving into 2023/2024, the team will work to progress the above workstreams, and to launch the Research Culture Commons, a network of over 100 Culture Champions with representation from across all the diverse players that contribute to the research ecosystem. SFC REG funding supported and continues to support the development of this work.</p>
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## Section 3: Outcomes for Economic Recovery and Social Renewal

Outcomes & Measures/Indicators of Success	UofG Actions and Outcomes
<p><b>Responsive institutions</b> Institutions are responsive to employer and industry needs and to current and future skills requirements.</p> <p><b>Indicators of Success</b> - Institutions are actively engaged in regular review and appraisal of provision to ensure this continues to meet, and changes to support, the range of learner, community and employer need. - In support of economic recovery to provide provision that delivers impact and successful outcomes for learners, communities and employers. - SFC receives regular reporting from each institution on the use of additional funding to mitigate the projected rise in unemployment as a result of the COVID-19 pandemic and/or EU Exit, ensuring individuals can access training which will increase their</p>	<p><b>Responsive Institutions</b></p> <p>The University worked with a wide variety of stakeholders and partners in 2022/23 to ensure our programmes continue to react to employer need, ensuring our students are equipped with the skills and expertise required to successfully transition into the labour market.</p> <p>Our Graduate Apprenticeship in Software Engineering has been offered since 2019/20, with 35 students joining our Bsc (Hons) Software Engineering Course on 2022/23 – the highest intake to date. Notably, the first cohort of 25 GA's graduated in 2022/23.</p> <p>We delivered our every growing suite of upskilling provision across 2022/23, supported by our links with a range of partners, including the Glasgow Chamber of Commerce, Zero Waste Scotland, the Scottish Council for Voluntary Organisations, the General Teaching Council for Scotland (GTCS). We enrolled over 1,500 learners on our upskilling programmes ranging from Project Management to Sustainable Tourism across the year. Our Upskilling courses, funded by SFC, are prioritised for those currently unemployed or who are concerned about their job security. These accredited courses, offer tangible pathways for people to re-train and move back into the labour market.</p> <p><b>Confident and highly capable – work ready – graduates</b></p> <p>Careers &amp; Global Opportunities support students in identifying and achieving their career goals, developing and articulating their skills and linking this with the external labour market. Our popular Careers Masterclasses provides practical advice on transitioning to employment with 1,500 students attending one of these online weekly classes in 2022/23.</p> <p>Students were supported across 2022/23 to access internships exclusively for UofG students as well as a range of part-time vacancies including popular on-campus work via our GlasgowCareers portal. This year 300 students undertook an internship, and we advertised 330 part-time roles. We are experiencing a high demand from employers for face-to-face engagement with students following mainly online interactions since the pandemic. This was exemplified in 2022/23 with more than 6,000 students and 200 employers attending employer focussed careers events on campus across the year.</p>

<p>chances of gaining employment.</p> <p><b>Confident and highly Capable - Work-Ready Graduates</b>  Work-ready graduates are confident and ready to secure success in their career, meeting employer needs and making a positive contribution to our economy and society: Students are equipped to take up employment and succeed when the job market opens up.</p> <p><b>Core Associated National Measures:</b>  - Graduates are able to utilise the skills and qualifications they have gained to access opportunities within the labour market.  Graduate Outcomes</p> <p><b>Knowledge Exchange and Innovation</b>  <b>Core Associated National Measures:</b>  - Universities submit an updated UIF plan with their Outcome Agreement.  - Completion of the HESA HEBusiness</p>	<p><b>Knowledge Exchange, Innovation &amp; UIF</b></p> <p>The University has made good progress in working towards the delivery of knowledge exchange, innovation and UIF outcomes in 2022/23, particularly with regards to simplifying access to our academics' knowledge and expertise, and other knowledge exchange focussed activity.</p> <p>Examples include the College of Social Sciences successfully launching its Online Hub as a portal for facilitating information and connection via its business networking group, The Gaitherin; The College of Arts and Humanities hosting six events bringing together 26 non-academic partners with UofG academics to define and frame underlying needs at the heart of some of the most significant challenges facing their sectors; The College of Science and Engineering commenced an ongoing series of video case studies of innovation activity, showcasing our success and potential to support innovation externally while also modelling best practice to change behaviours internally.</p> <p>We have also made promising headway with respect to promoting greater innovation in the economy, particularly within healthcare. The Living Laboratory has worked with the NHS in developing an Innovation Partnership approach for development and evaluation of new services and is working with NHS Scotland to try and integrate activities with the national innovation pathway (ANIA) to fast track the adoption of proven innovations across NHS Scotland. Additionally, the Digital Health Validation Lab has been working with industry experts to refine its value proposition to ensure that this new infrastructure can support digital innovation, identifying a pipeline of projects for future development. Furthermore, we have continued to develop new partnerships with both large multinationals and SME's to drive innovation, with opportunities for companies to locate in the Glasgow Riverside Innovation District identified and close to finalisation.</p> <p>UIF funding enabled the University to invest in a number of new College-embedded posts dedicated to innovation and knowledge exchange activity across the past year, strengthening its core support offer to the community. These include dedicated support personnel for entrepreneurialism and civic engagement within Arts, and four industry engagement manager posts in Science and Engineering. However, recruitment remains a key challenge in progressing our knowledge exchange and innovation ambitions and a number of key posts within both our College and central teams are to be filled as a priority in the early stages of 2023/24.</p>
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<p>and Community Interaction survey and the SFC KE data return will remain conditions of grant for institutions to receive the UIF.</p> <p><b>Collaboration</b> There is active collaboration with other SFC funding institutions and across the education and skills system.</p> <p><b>Core Associated National Measures:</b> - Specific details of new collaborative arrangements, or plans for collaboration, and what they will achieve in terms of impact for all stakeholders. Pathfinder institutions to outline pilot projects.</p> <p><b>Climate Emergency</b> Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures.</p> <p><b>Indicators of Success:</b> - Institutions take urgent action to help reduce or halt climate</p>	<p><b>Climate Emergency</b> Across 2022/23 the University built on the Glasgow Green strategy by developing our detailed and actionable Carbon Management Plan, with information on specific targets and progress made, available here: <a href="https://www.gla.ac.uk/myglasgow/sustainability/glasgowgreen/thecurrentposition/">https://www.gla.ac.uk/myglasgow/sustainability/glasgowgreen/thecurrentposition/</a></p> <p>Our Centre for Sustainable Solutions continues to bring partners together to deliver meaningful change in projects like Glasgow As A Living Lab Accelerating Novel Transformation (<a href="#">GALLANT</a>), which will actively use Glasgow as a “real-life” ecosystem to trial sustainable solutions.</p> <p>As outlined previously, the University improved its performance in the 2023 Times Higher Education World Impact Rankings, rising 6 places to 13<sup>th</sup> out of 1,700 universities from 115 countries. The University performed strongly across a range of other individual SDG’s, including SDG 13 Climate Action (53<sup>rd</sup> in the world).</p> <p><b>Collaboration</b> We made significant progress across the examples of collaboration activity outlined in our 2022-23 Outcome Agreement. This includes:</p> <ol style="list-style-type: none"> <li>1. The first full year of in-person delivery of our WP programme in partnership with the educational charity IntoUniversity and the University of Edinburgh. Across the year, we engaged and supported 1,245 students and their families in community-based outreach activity at sites in Govan, Maryhill and Craigmillar.</li> <li>2. Welcoming 87 students from the National University of Kyiv-Mohyla Academy (NaUKMA), and 21 from Poltava to UofG in response to the ongoing conflict, with all associated study and living costs (accommodation, monthly stipend, visas, etc) met in full. Over £1 million of funding was provided by UofG to fund the mobility for the 2022/23 academic year and the same level of investment has been committed for the 2023/24 academic year.</li> <li>3. The ongoing delivery of our Graduate Apprenticeships and Upskilling provision, working with employers in industry to support hundreds of people to upskill and re-enter the labour market in roles vital to economic recovery. We had 35 students registered on our GA programme in 2022/23, with 1,510 students enrolled on an upskilling course across the course of the academic year.</li> <li>4. The announcement of “Glasgow Riverside Innovation District (GRID) Discovery’ by the Scottish Government as Scotland’s first whole system innovation demonstrator. The objective is simple – to deliver high-impact innovation that can be tested in the real-world, evaluated and scaled up for the</li> </ol>
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<p>change, avoid irreversible damage, and support environmental sustainability measures and a pathway to net zero.</p>	<p>benefit of Scotland. The discovery initiative will be led by the University of Glasgow through a £12 million investment over the next four years, as part of its commitment to stimulate innovation activity and entrepreneurship.</p> <ol style="list-style-type: none"> <li>5. As highlighted above, the University has continued to deliver on our Glasgow Green agenda, working with a range of partners and making use of our research expertise to deliver a 'whole systems' approach to help the city move towards climate resilience.</li> <li>6. The University continued to validate degree awards at both the Glasgow School of Art (GSA) and Scotland's Rural College (SRUC) across 2022/23, with both partnerships monitored via the Joint Liaison Committee.</li> </ol> <p><b>Fair Work (as recipients of public funds, institutions must be committed to Fair Work practices, institutions should outline how they are delivering Fair Work First Principles)</b></p> <ol style="list-style-type: none"> <li>1. <b>Effective Voice</b> – The University continues to maintain strong relationships with campus Trade Unions and has recently refreshed its 'Recognition Agreement', updating facility time allocations to support trade union colleagues in being able to participate and engage in a number of progressive projects over the next year. The agreement also formally recognises Equality Representatives. Trade union engagement remains strong across the University's governance and decision-making structures, including in new forums such as our Extended Workforce Policy Oversight Group established to review issues such as contract types, security and employee development (particularly in fixed-term roles). Trade union colleagues continue to represent the employee voice to influence policy development in our Policy Review Group whilst the University continues to run colleague engagement surveys, with the next one due later in 2023. Survey results are used to drive local action plans and interventions (due to localised variations in key themes). For example, survey responses on the experience of disabled colleagues led to the development of a new '<a href="#">Support for Disabled &amp; Neurodivergent Colleagues</a>' portal. The University also runs a 'Shadow Board', a shadow to its Senior Management Group.</li> <li>2. <b>Opportunity</b> - Work is underway, in partnership with trade union colleagues and wider stakeholder groups, to design a career framework, which will include career pathways and internal mobility strategies to support colleagues to understand their strengths, gaps and potential career pathways and to empower individuals and their managers to take responsibility for development and career progression in an enabled environment. Colleague experience, including those from diverse backgrounds, will be influential in the design of this framework. More routinely, a volume of open courses are delivered (accessible to all colleagues) by the University's POD Team, in addition to layers of leadership and management development programmes.</li> </ol>
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	<p>The University continues to publish its <a href="#">Equal Pay and Equality Pay Gap Reports</a> and <a href="#">equality monitoring reports</a>. A working group has also been established on 'Ethnicity &amp; Recruitment' which has so far conducted research and spoken with stakeholders to better understand views and experiences which will proceed to shape and action plan.</p> <ol style="list-style-type: none"> <li>3. <b>Security</b> - The University routinely shares workforce data with campus Trade Unions to explore any patterns or trends in relation to elements of our workforce in contracts which are subject to external funding. The University remains committed to the Voluntary Living Wage. In addition to the more routine data sharing described above, a specific Extended Workforce Policy Oversight Group has been established in partnership with Trade Unions to explore deeper aspects of the university's 'non-permanent' workforce. This group looks at deeper data analytics and works to identify or challenge trends or arrangements with a view to ensuring the policy principle of offering a permanent contract wherever possible is applied.</li> <li>4. <b>Fulfilment</b> - The University has now fully embedded the principles of hybrid and agile working, recognising the benefits to our workforce in terms of delivering a healthy and fulfilling work experience. Further evolution of the earlier project teams are now exploring wider elements of the workplace experience to ensure colleagues are equipped with appropriate technology and have access to appropriate physical space suited to the tasks they are carrying out. Furthermore, the University has launched its new Workplace Futures 2030 programme, that aims to reimagine work environments and promote innovative and effective ways of working. The University has also reviewed its Internal Secondments Policy to promote internal movement and the gaining of new skills and experiences (backed by a framework that gives clarity on duties and timescales for any secondment).</li> <li>5. <b>Respect</b> – The University has launched a wellbeing hub (categorised under 5 ways to wellbeing) to support colleague wellbeing. Further work is underway to review the Occupational Health provision to adopt a more digitally enabled, proactive and embedded service which not only reacts to issues that arise, but takes a more proactive approach in supporting employee wellbeing to prevent issues arising. Strategic improvement is being driven in this area, including after the appointment of dedicated resource in the form of a Health &amp; Wellbeing Advisor. The University is also implementing the recommendations of the independent review of the <a href="#">University's approach to Gender-Based Violence</a>. This has many facets, including changes to people policy to embed safeguarding considerations and to support the sharing of process details or outcomes (e.g. disciplinary) where this is deemed appropriate in supporting the recovery of survivors of bullying, discrimination or harassment. The University launched a <a href="#">Code of Professional Conduct</a> to emphasise expected standards of behaviour and has also refreshed its pool of trained Respect Advisors (who can act as a first point of contact for advice and signposting), supported by training in handling racism and</li> </ol>
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	<p>wellbeing. In line with the University's <a href="#">Understanding Racism Transforming University Culture</a> report, a <a href="#">Together Against Racism</a> campaign was co-design (with students and staff input) and run to increase visibility of where to report racial harassment and to educate our community on microaggressions overt racism.</p> <p>The University also remains committed to the Scottish Business Pledge, first made in October 2015. The Scottish Business Pledge is a Scottish Government initiative aimed at building a shared ambition of boosting productivity, competitiveness, sustainable employment and workforce engagement and development. More information and confirmation of our 'Pledge Partner' status can be found on the <a href="#">Scottish Business Pledge webpages.</a>"</p>
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## **University of Glasgow**

**Court – Wednesday 27 September 2023**

### **Student Contract: Student Terms and Conditions – Update for 2023-24**

**Jane McAllister, Deputy Director of Academic Policy & Governance**

#### **Introduction**

The student contract which all students sign up to at registration annually has been updated for academic session 2023-24.

The Student Contract was first introduced in 2018-19 to bring together the various rules and regulations that apply to students in a coherent Terms & Conditions style document. It sets out the University's obligations towards students as well as the expectations that the University has of its students. Students sign up to this contract as part of the registration and enrolment process.

Due to the scheduling of completion of updating and the requirement to publish the Student Terms and Conditions before the opening of registration in early August, approval of the update was taken under summer powers by Dr David Duncan, Chief Operating Officer and Secretary of Court.

#### **Note of Changes to the Student Terms and Conditions**

The full Terms and Conditions document is attached with track changes marking the small number of revisions that have been made from the 2022-23 version. Updates were made with oversight from the University's legal team.

Changes are minimal and feature in the following areas:

- 6.3 - Setting tuition fees
- 10.2g, 19.8 and Schedule 1 - Export control
- Schedule 1 - removal of references to Tier 4

Other changes are minor updates to links or processes.

#### **Presentation**

Please note that the Contract is presented to students via a webpage rather than in the document format presented here. The information presented to students can be viewed at: <https://www.gla.ac.uk/myglasgow/apg/studentcontract/>.

Members of Court previously suggested that there be some discussion, possibly at the Student Experience Committee, of this presentation to ensure that the information was accessible, and that the University was being sufficiently clear about the main points that students should be aware of, for example, standards of behaviour. Unfortunately, further work on this matter has not been possible to date, but will be returned to in the coming year.

#### **Action**

Court is invited to note and endorse the Student Terms and Conditions for 2023-24.

## Student Terms and Conditions

**UNIVERSITY OF GLASGOW**  
**STUDENT TERMS AND CONDITIONS**

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## UNIVERSITY OF GLASGOW

### STUDENT TERMS AND CONDITIONS

#### 1. THE STUDENT CONTRACT

1.1 **Why you should read the Student Contract.** The Student Contract is a legally binding agreement between you and the University of Glasgow (the **University**) and is formed when you accept an offer of a place on a programme or course (whether taught or research-based) at the University and reconfirmed when you register for each academic year during your programme. You should therefore read the documents listed at Section ~~1.31-3~~ below carefully before you accept an offer of a place and/or prior to registration for the next academic year if you are already a student.

1.2 **What is the Student Contract?** The Student Contract sets out your rights and obligations as well as the University's rights and obligations. It applies from the point you accept your Offer throughout your period of study at the University. Some of the terms continue to apply after you have left the University. These are set out at Section ~~2020~~ below.

1.3 The Student Contract is made up of the following:

- (a) the terms of your offer from us (both any offer received through the University and Colleges Admissions Service (UCAS) (or any body which succeeds it) and/or the offer received directly from us by email or letter) (the **Offer**);
- (b) the terms and conditions set out in this document (the **Student Terms and Conditions**), which may be revised, amended or updated by us from time to time in accordance with Section ~~1545~~ below; and
- (c) the **Regulations** set out in the *University Regulations* (our academic regulations are published annually and include the Student Code of Conduct which can be found at: <https://www.gla.ac.uk/myglasgow/senateoffice/policies/uniregs/><https://www.gla.ac.uk/myglasgow/apg/policies/uniregs/>) which may be revised, amended or updated by us from time to time in accordance with Section ~~1545~~ below.

All of these documents together comprise the Student Contract. If there is ambiguity or conflict between any of these documents, then the terms of the Student Terms and Conditions will take precedence over both the Offer and the Regulations and the Regulations will take precedence over the Offer.

1.4 The Student Contract tells you: who we are; the terms on which we will provide the relevant programme or course; the University's Regulations with which you must comply together with your other obligations to us, our staff, and to your fellow students; how you and we may change or end the contract; what to do if there is a problem; and other important information.



- 1.5 We appreciate that there is a lot of information to take in and that not all of it will be directly relevant to you (for example, some information only applies to our international students, other information, particularly in the *University Regulations*, relates to particular Colleges). We have tried to use plain English. However, it is your responsibility to read and meet all of your obligations under the Student Contract just as it is our responsibility to meet our obligations under it.
- 1.6 There are some terms that we think are particularly important:
- (a) **Section 6.7** which sets out what happens if you fail to pay any tuition fees which are due
  - (b) **Section 10** which sets out when we may make changes to or cancel a course or programme
  - (c) **Section 16** which sets out what we are responsible for and what we are not responsible for
  - (d) **Section 19** which sets out how the contract may be brought to an end, including your cancellation rights
  - (e) **Section 20.2** which sets out when you may be entitled to a refund of tuition fees
  - (f) **Section 21** which sets out what happens in circumstances outside of our control, such as adverse weather or a public health emergency.

If there is anything you don't understand or would like further clarity on, please contact us (using the contact details set out at Section [2.22.2](#) below) before you accept your Offer.

- 1.7 **Please keep a copy of the Student Contract.** We recommend that you retain a copy of these Student Terms and Conditions and your Offer for future reference. If you cannot locate a copy of the *University Regulations* on our website, please let us know using the contact details set out at Section [2.22.2](#) below.
- 1.8 **Other contracts you may enter into during your period of study.** You may need to enter into additional separate contracts with us with respect to specific services that we provide, if you wish to receive those other services from us; they are not covered by the Student Contract. Examples include if we provide you with student accommodation or if you wish to become a member of UofG Sport in order to use our sports facilities. You may also need to enter into additional separate contracts with us with respect to specific requirements of a programme, for example fitness to practise requirements, agreements relating to apprenticeships, placements or international study, agreements relating to studentship projects or agreements relating to intellectual property.
- 1.9 We will let you know if any services or programme requirements are subject to separate terms and conditions and provide you with a copy of the relevant terms and conditions in advance.

## 2. INFORMATION ABOUT US AND HOW TO CONTACT US

2.1 **Who we are.** We are the University Court of the University of Glasgow incorporated under the Universities (Scotland) Act 1889 and having our principal office at University Avenue, Glasgow G12 8QQ, a registered Scottish charity in terms of Section 13 (2) of the Charities and Trustee Investment (Scotland) Act 2005 (Charity Number SC004401, Charity Name 'University of Glasgow Court').

2.2 **How to contact us.** Our contact details for the purposes of the Student Contract are as follows:

**Applicants who have not yet registered with the University**

Business hours: Monday to Friday 9 to 5

<http://www.gla.ac.uk/enquireonline>

+44 (0)141 330 4515

1 The Square, Glasgow, G12 8QQ

**For registered students**

Business hours: Monday to Friday 9 to 5

[studentservices@glasgow.ac.uk](mailto:studentservices@glasgow.ac.uk)

+44(0)141 330 7000

Student Services Enquiry Team, Level 2, The Fraser Building, University Avenue, Glasgow G12 8QQ

2.3 **How we may contact you.** If we have to contact you we will do so by telephone, SMS, or by writing to you at the postal address you provide to us or, until your student email account is set up (see Section [2.42.4](#) below), a personal email address that you have provided to us. We will assume that the last email address, home address and term-time address that you told us about are the current addresses. You must tell us promptly if any of these change.

2.4 **Student email account.** The University will provide you with a student email account and we will normally use this email address to contact you. Any exceptions are listed in the Student Privacy Notice and/or during Registration via MyCampus. You must therefore check your University email account regularly.

2.5 **"Writing" includes email.** When we use the words "writing" or "written" in these terms, this includes email. If either you or the University is required under the Student Contract to notify the other about something, that notice may be sent by email and via MyCampus (for example, when we notify you about your exam results).

## 3. THE ADMISSION STAGE

3.1 **Information provided by you.** It is essential that all of the information you have provided (and will provide) to us (whether directly or through UCAS) is (or will be, when provided) true, complete and accurate. If it is discovered before you have completed registration that any information that you have provided is not true,

complete or accurate or that you have omitted relevant information that we have requested (whether directly or through UCAS), we may at our sole discretion amend your Offer or withdraw your Offer and end the Student Contract, in accordance with Section [19.5](#).

- 3.2 **Qualifications.** You may be required, at our request, to provide satisfactory evidence of your qualifications (including English language qualifications if required) before admission. Our request will set out what evidence is required, but may include original exam certificates and/or direct confirmation from the awarding body. If you fail to provide such evidence to our reasonable satisfaction, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section [19.5](#).
- 3.3 **Conditions of Offer.** Our Offer of a place to you may be conditional i.e. subject to you satisfying certain conditions (such as obtaining particular qualifications, or satisfying necessary legal or other requirements) or it may be unconditional. If a conditional offer is made, the Offer will set out the conditions which you will need to fulfil to obtain a place.
- 3.4 **Failure to meet any Offer condition.** If you have not fulfilled the conditions of your Offer before the date notified to you in your Offer or any later date notified by us to you, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section [19.5](#).

If there is any part of the Offer that you do not understand or do not know how to fulfil, please contact the central Admissions Office as soon as possible. You will find details of how to contact the central Admissions Office in the University Prospectus and on the University Website.
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- 3.5 **Deferred Entry.** If you have not yet completed registration (see Section 4 below) and wish to defer your Offer until the next academic period, please review the conditions of the deferral policy relevant to your level of study and follow the guidance published on the University website. Deferred entry is granted at our sole discretion.
- 3.6 **Tuition fee status.** Your tuition fee status will be set out in your Offer and will determine the tuition fees that you will pay for your programme or course. The University will determine your tuition fee status based on information provided by you in your application about your nationality and residence in accordance with Scottish Government legislation relating to tuition fees. You may be required, at our request, to provide satisfactory evidence of your nationality, area of permanent residence, domicile over the last 10 years to support our assessment of Fee Status. Our request will set out what evidence is required. If you fail to provide such evidence to our reasonable satisfaction, we may withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

- 3.7 **Your right to appeal your tuition fee status.** If you think your fee status has been calculated incorrectly, you have 30 days from the date of notification of Offer to appeal. Your appeal must be made by completing a Fee Status Enquiry Form.
- 3.8 **Your tuition fee status will be binding for the duration of your programme or course.** Once the time period for appeals under Section ~~3.73-7~~ has lapsed, your tuition fee status will not change. By exception, if we discover that your immigration status changes during your programme or course, we will review your fee status to determine if your fee status should change.
- 3.9 **Widening Participation support.** A range of support is available for students from widening participation backgrounds, which may include an adjusted offer of entry, eligibility for financial support and access to dedicated support staff. Access to these services is based on information provided in your application, such as the postcode of your main address, however on occasion, we may need to contact you for further information or to verify details of your application. If you fail to provide any such information requested, you may not be eligible for the support you would otherwise be entitled to. Any information provided will only be used for the purpose of assessing your eligibility for widening participation support, for example, whether you have experienced living in care, are estranged from family, are an asylum seeker or refugee. Any request will set out what information or evidence is required.
- 3.10 **International Students and Immigration.** If you are a national of a country that is subject to UK immigration control, you have additional obligations and responsibilities to us. These are set out in Schedule 1 to these Student Terms and Conditions.
- 3.11 **Criminal Convictions.** ~~If required in relation to the specific programme or course to which you are applying requested by the University, you must tell us about any unspent criminal convictions which you have received prior to your application or which you receive after your application has been submitted. Details of programmes and courses leading to professional qualifications (such as medicine, nursing, teaching and law) which require disclosure of criminal convictions will be provided to applicants by the relevant admissions team.~~
- 3.12 The Rehabilitation of Offenders Act 1974 allows most convictions to be considered spent after a certain period. This period – known as the rehabilitation period – is determined by the sentence or disposal given, rather than by the type of offence. If the rehabilitation period has not expired, then the conviction is considered unspent.

#### 4. REGISTRATION

- 4.1 **Contact details.** The University operates a student information system known as MyCampus. You will be provided with information about how to register on MyCampus. You must provide your current contact details (term time and home contact details if different) via your MyCampus record including UK phone number,

UK address and personal email address. You must update these details promptly following any change during your period of study at the University.

- 4.2 **Registration each year.** In accordance with [Regulation 1](#) of the *University Regulations*, you must complete the following stages of registration on MyCampus prior to starting your programme or course and again at the beginning of each academic year of your programme:

- (a) Academic registration, where you confirm the programme on which you are registered; and
- (b) Financial registration, where you confirm the arrangements in place in relation to the payment of your tuition fees (See Section [66](#) for further details regarding tuition fees).

- 4.3 **What may happen if you fail to complete registration.** If you do not complete registration in accordance with Section 4.2 above, the University may withdraw your Offer and end the Student Contract in accordance with Section [049.5](#) below.

## 5. HOW WE MAY USE YOUR PERSONAL INFORMATION

- 5.1 **Collection and use of your personal information.** We are committed to protecting the privacy and security of your personal information and will comply with all applicable requirements of relevant data protection legislation. We collect and process your personal information for academic, advisory, support, administrative, legal, financial, management, statutory, pastoral, and health and safety reasons. Our **Privacy Notice** describes how we will collect, store, and use your personal information both during and after your period of study at the University.

Please read our Privacy Notice carefully. It can be found here:

<https://www.gla.ac.uk/myglasgow/dpfoioffice/gdpr/privacynotices/studentprivacynotice/>

- 5.2 **Disclosure to third parties.** In order to deliver your programme or course, we may need to disclose your personal information to certain third parties including certain of our contractors, agents and service providers, scholarship/bursary providers, professional accreditation bodies, placement providers, other universities involved in delivering your programme or course, debt collection agencies and relevant governmental departments and bodies. The third parties with whom your personal information may be shared and the purposes for which it will be shared, are set out in our Privacy Notice.

## 6. TUITION FEES AND OTHER CHARGES

6.1 **What tuition fees are payable?** The tuition fees applicable to your programme or course are set out in your Offer or associated communications issued before you accept the offer. Indicative tuition fee information is set out on the University Website. Your tuition fees cover your registration, tuition and one entry to the examinations appropriate to your programme or course and, in the case of full-time students (but not students of associated institutions), Students' Union fees. Your tuition fees also cover your use of laboratories although for some postgraduate programmes additional bench fees are payable (see Section ~~6.2(b)~~~~6.2(e)~~).

6.2 **What other charges are payable?** In addition to your tuition fees, other charges may be applicable to you. The most common charges are listed below. The exact amount of these charges (or an estimate where such charges are variable) and details of how and when to pay them are set out on the University Website or Offer.

(a) **Examinations-only fee.** Students who are eligible because of previous attendance at the University to sit degree examinations must pay a registration fee.

~~(b) **Thesis pending fee.** Postgraduate research students who are registered as non-supervised thesis pending students must pay a registration fee (of which 50% will be refunded if you complete the thesis within the first six months of the period).~~

**Commented [BW1]:** This fee has been abolished.

~~(e)~~(b) **Bench fees.** Some postgraduate research degrees require the payment of bench fees (to cover the costs of basic consumables, computing hardware and software and other costs relating to the research). The University will confirm the amount of any bench fees in your Offer.

~~(d)~~(c) **Adam Smith Business School application fee.** Students applying to postgraduate taught programmes in the Adam Smith Business School must pay a non-refundable application fee.

~~(e)~~(d) **Postgraduate research resubmission fees.** Postgraduate students will be required to pay a fee for resubmitting their research thesis or dissertation for examination.

**Commented [BW2]:** Both PGT and PGR students could be required to pay resubmission fees. At different value for research thesis and PGT dissertation.

~~(f)~~(e) **Field Trips, Equipment and Books.** Some programmes and courses require mandatory field trips, equipment and reading lists which have a cost attached.

~~(g)~~(f) **Dyslexia Assessment fee.** You will be required to pay the cost of any dyslexia assessment requested by you. The University will reimburse you for this cost within two weeks of the results of the assessment unless the assessment findings do not confirm a specific learning difficulty.

~~(h)~~(g) **Replacement campus card.** You will be required to pay the cost of any required replacement campus card unless the card has expired, become inactive or damaged (in which case you must return the original card) or unless the card is stolen (in which case you must provide an official crime reference number).

**(h) Library charges.** Charges apply to overdue loans, inter-library loan renewals, replacements of lost books (including inter-library loan books) and non-collection of inter-library loan books. Charges also apply to printing, binding and photocopying on University equipment.

**(i) VAT or Sales Taxes.** If the laws of the country in which you are resident require any VAT or other sales taxes to be paid in respect of your tuition fees or other charges, you are responsible for payment of those taxes. Unless you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, the University may apply such taxes on top of your tuition fees or other charges. If you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, you shall pay to the University such additional amount as will ensure that the University receives the same total amount of tuition fees or other charges that it would receive if no withholding or deduction had been made.

The University does not charge any fee to students for their graduation ceremony however you should note that there are costs attached to hiring a graduation gown for your graduation ceremony or having your photograph taken by the official photographer at the graduation ceremony.

6.3 **Increases to certain tuition fees on programmes lasting more than one year and other charges.** The University may increase the tuition fees applicable to home students studying on undergraduate programmes taking into account mandated rates set by SAAS. The University may increase the tuition fees and other charges applicable to home and rest of UK students studying on your full-time postgraduate taught and postgraduate research programmes or course each year, taking into account inflation and running costs (in the case of postgraduate taught programmes) and mandated rates set by UK Research & Innovation (in the case of postgraduate research programmes). The University may increase the tuition fees applicable to home and rest of UK students studying on externally funded part-time postgraduate programmes, where the funder increases the funding available to the University in accordance with the University's Tuition Fee Setting Policy and Process (available on the University Website).

6.4 **You are personally responsible for paying your tuition fees and other charges.** Even if you may have made arrangements with a student finance authority (for example SAAS) or third party sponsor to pay your tuition fees on your behalf, you remain personally responsible for payment if they do not pay your tuition fees. It is your responsibility to resolve any disputes you may have with your student finance authority or third party sponsor.

Details of how you can pay your tuition fees, including how to let us know about arrangements you have made with student finance authorities or third party sponsors, can be found on the University Website.

Please note, all of our approved methods of payment are on our webpages, as detailed in section 6.5 information on our approved payment methods can be found at <https://www.gla.ac.uk/myglasgow/students/money/paymentmethods/>. Please ensure

~~you use the University approved methods and agents for making payments and avoid using. You should not use any unapproved third parties / agents to make tuition fee payments.~~

- 6.5 **Deadline for payment of tuition fees.** You must pay your tuition fees in full (or agree to pay your tuition fees by one of the University's instalment plan options, details of which can be found at <https://www.gla.ac.uk/myglasgow/students/money/paymentmethods/>) at the start of the academic year or the start of your programme if this is a different date. If you have agreed to pay your tuition fees, or other charges applicable to your programme, by an instalment plan, you must pay your tuition fees or other charges in accordance with the instalment plan date schedule, which can be found in the Finances Section of your Student Centre on MyCampus.
- 6.6 **What happens if you get into difficulty over payment of tuition fees or other charges?** If you are in difficulty over payment of tuition fees or other charges you should contact the Student Credit Control team ~~by raising a helpdesk ticket~~[UofG Helpdesk Request for the attention of the Finance Collections Service team](#) (instructions on how to raise a UofG Helpdesk Request can be found at: <https://www.gla.ac.uk/myglasgow/students/sset/guides/>) ~~at~~ ~~financee-student@glasgow.ac.uk~~ to make them aware of any delay in payment. The University will seek to consult with you and endeavour, acting reasonably and taking into account your reasonable representations, to make an arrangement with you to repay the outstanding sums due within an agreed period.
- 6.7 **What happens if you do not pay your tuition fees or other charges by the deadline for payment?** If you do not pay your tuition fees or other charges before the deadline for payment and the University has not been able to make a repayment arrangement with you or you have missed 2 payments under such repayment arrangement, the University may:
- (a) apply interest at a rate of 3% per annum (calculated on a daily basis) to the unpaid amount;
  - (b) cancel any direct debit or payment plan you have made;
  - (c) hand-over your debt to an external debt collection agency for collection (see Section [21.521.5](#));
  - (d) claim any costs actually incurred by the University recovering the debt from you (these costs vary by country but guidance can be found in the University's Student Debt Policy at <https://www.gla.ac.uk/myglasgow/students/money/policies/studentdebtpolicy/>); and
  - (e) in the case of tuition fees, end the Student Contract, in accordance with Section [19.5\(j\)](#)~~19.5(4)~~ below, which means that you will be withdrawn as a student of the University.



- 6.8 **Stipends and other student financial aid paid by the University.** There are various stipends and financial aid funds paid to students by the University. If you are in receipt of any such funds from the University, you agree that, if the University makes any overpayment of such funds in error, you will promptly refund such amount to the University on becoming aware of such overpayment. You may make arrangements to repay such amount by contacting [finance-student@glasgow.ac.uk](mailto:finance-student@glasgow.ac.uk), [Student Collections on 0141 330 6509](#) or by raising a [UofG Helpdesk Request for the attention of the Finance Collections Service team](#).

## 7. DEPOSITS PAYABLE FOR CERTAIN POSTGRADUATE PROGRAMMES

- 7.1 **When is a deposit payable?** Some postgraduate programmes require a deposit to secure a place (details of these programmes can be found on the University Website). The amount of the deposit, how to pay and the deadline for payment will be set out in your Offer.
- 7.2 **Sponsored student requirements.** If you are applying to, or have been awarded, sponsorship from a third party that covers all tuition fees and you are therefore unable to make a deposit payment, you must attach a copy of your sponsorship application or financial guarantee award letter to your application.
- 7.3 **Failure to pay deposit.** If you do not pay the deposit by the deadline for payment in accordance with your Offer, the University may withdraw your Offer and end the Student Contract in accordance with Section [19.5](#).
- 7.4 **Offset of deposit against tuition fees.** Any deposit paid by you will be offset against the balance of tuition fees payable by you for the programme.
- 7.5 **Refund of deposit.** Any refunds of deposits will be made in accordance with the University's Refund Policy available at <https://www.gla.ac.uk/postgraduate/feesandfunding/deposits/#termsandconditionsofthedeposit>.
- 7.6 **Deferral of deposit.** If we have accepted your request to defer your Offer (in accordance with Section [3.53.5](#)), the University may retain your deposit and credit it against your account for securing a place for the applicable year of entry.

## 8. ADDITIONAL SUPPORT REQUIREMENTS

- 8.1 So that we can consider appropriate support for you during your time at the University, you are encouraged (but not obliged) to tell us about any:
- (a) disability;
  - (b) medical condition that may affect your ability to attend your programme or course;

- (c) healthcare or medical procedure that you anticipate that you may require during your programme or course that may affect your ability to attend; and/or
- (d) additional support needs that you may have.

If you do not tell us about any of the above we may not be able to fully support you.

- 8.2 Please also see Regulations [4 \(Disabled Students\)](#) and [24 \(Examination and Other Assessment Arrangements for Disabled Students\)](#) in the *University Regulations*.

Further information about the support provided by our Disability Service can be found on our website (<https://www.gla.ac.uk/myglasgow/disability/support/>). If you have any further questions or if there is anything you would like to discuss you can get in touch with our Disability Service Team:

Tel: + 44 (0) 141 330 5497/5121/7237/2260

Email: [disability@glasgow.ac.uk](mailto:disability@glasgow.ac.uk)

Address: 65 Southpark Avenue, Glasgow G12 8LE

Monday to Friday 0900 - 1700

## 9. PROGRAMME AND COURSE TRANSFERS

- 9.1 The University's Student Transfer Policy set out on the University's website (<https://www.gla.ac.uk/myglasgow/senateoffice/policies/studentssupport/studenttransferpolicy/><https://www.gla.ac.uk/myglasgow/apg/policies/studentssupport/studenttransferpolicy/>) will apply with respect to requests to transfer programmes or courses at the University. This policy articulates what you can and cannot do, following application and following registration at the University.

## 10. OUR RIGHTS TO MAKE CHANGES TO PROGRAMMES AND COURSES

- 10.1 **Programme and Course changes.** We try to provide information about our programmes and courses that is accurate and comprehensive so that you can make the right decisions about where, and what, to study. We will use reasonable endeavours to deliver programmes and courses in accordance with the descriptions we have published. However, on occasion we may need or may wish to make changes to a programme, or to courses or modules within it, either prior to or following registration. We therefore reserve the right to make variations to the content or method of delivery of programmes, courses and modules following the University's Course and Programme Approval process and/or Postgraduate Research Code of Practice which can be found on the University Website.

10.2 **Why might changes be made?** Changes to published programmes or courses may be necessary or desirable for a variety of reasons. By way of example only, the following explains some of the more common reasons for changes:

- (a) *Development of academic knowledge:* One of the strengths of the University is that teaching is research-led. Experts in your chosen field of study will ensure that important developments in the field are incorporated into the curriculum. Material that is no longer believed to be current may be replaced. In some fields such changes will happen more quickly than in others. There may also be changes to the way your course is delivered which are informed by research and development on student learning (pedagogy).
- (b) *Response to feedback:* On-going internal monitoring, including feedback received from current students, may also prompt changes.
- (c) *External requirements including professional accreditation:* The University must comply with various requirements set by other bodies, many of which relate to ensuring the quality of its degrees. For example, some programmes and courses carry external accreditation by professional bodies. Where their requirements change, the University must respond so that students continue to benefit from the considerable advantages of accredited qualifications.
- (d) *Expertise:* Unanticipated staffing changes may sometimes lead to changes in the content and availability of courses or research supervisors, for example where it is not possible to replicate specialist knowledge.
- (e) *Timetabling and student numbers:* Within each degree programme students take individual courses. On some programmes students have a considerable degree of choice from a list of different options, and examples of the available options are advertised on the University Website. This flexibility is one of the strengths of the University. However, you should be aware that not all courses will always be available. There may, for example, be a timetable clash with other courses that you are studying, or a course may have a limit on the number of places available in any one year or may only run with a minimum number of registered students.
- (f) *Entry Requirements:* The entry requirements applying to each programme and course are reviewed regularly. However, no changes will be made to entry requirements after commencement of the relevant admissions cycle, which is after the October prior to entry in the next academic session.
- (f)(g) *Export Control, Regulation, and National Security:* Some degree programmes may be in a field of study that is subject to sanctions and / or national security or export control legislation. ~~sanctions, or national security.~~ Where the programme is subject to government intervention due to sanctions or national security concerns, the University may need to delay or vary the course or programme to enable your continued study on the course or programme. Where an export licence is needed for the University to provide a course or programme -to you, but this has been refused by the relevant regulatory body, the University may make changes to the content of the

course or programme as it is delivered to you to enable your continued study on the course or programme to continue. Such changes may be made without the need to follow the University's Course and Programme Approval process or Postgraduate Research Code of Practice.

(g)(h) Events outside our control:- Sometimes things happen beyond our control, such as industrial action taken by staff, adverse weather events or epidemics. If those circumstances beyond our reasonable control interfere with our ability to provide any course or programme, we will try to minimise disruption as far as is reasonably practicable and this may require us to make changes.

10.3 **Programme cancellation.** On rare occasions we may be unable to deliver a programme for which you have accepted the Offer but in relation to which teaching has not commenced. Should this happen, you will be contacted with a full explanation of the circumstances and you will be offered help and advice in finding an appropriate alternative programme at the University. You and we have the right to end the Student Contract in these circumstances in accordance with Section 19 below.

10.4 **Changes to supervisory team for research programmes.** On rare occasions we may need to make changes to the supervision arrangements for a research programme. This may be, by way of example only, because of the ill-health or departure from the University of an appointed supervisor, or because of a breakdown in the relationship between you and an appointed supervisor. Should this happen, we will in accordance with the Postgraduate Research Code of Practice seek to allocate a replacement supervisor that is able to provide you with an appropriate level and quality of support. Should we be unable to allocate a replacement supervisor (by way of example, there may not be someone available having the appropriate knowledge and/or experience, or the allocated replacement supervisor is unacceptable to you), you and we have the right to end the Student Contract in accordance with Section 19 below.

10.5 **Study Abroad and International Exchange Students.** Students on our Study Abroad and International Exchange Programme can choose from a range of courses. However, you should be aware that not all courses will always be available. There may, for example, be a timetable clash with other courses that you are studying, you may not meet the course entry requirements, or a course may have a limit on the number of places available in any one year or may only run with a minimum number of registered students. You will be notified about any unsuccessful choice and offered help and advice in selecting an alternative course.

## 11. THE STANDARD YOU CAN EXPECT FROM US

11.1 We will deliver your programme or course with reasonable skill and care and in compliance with the Regulations set out in the *University Regulations*.

## 12. THE STANDARD WE EXPECT FROM YOU

- 12.1 **Sponsio Academica.** By registering you undertake to observe and comply with the *Sponsio Academica* ([Regulation 2](#) of the *University Regulations*). A translation of the *Sponsio Academica* is set out below:

“I, a student in the University of Glasgow, solemnly promise that I will fulfil the requirements of the Senate in accordance with the regulations of the University and I will conform to its discipline. Furthermore, I accept that I am responsible for commitment to, and engagement in, my learning and in other opportunities for my personal development.”

- 12.2 **Standards of behaviour - Code of Student Conduct and other Regulations.** In order to ensure the best possible learning environment and experience for you and your fellow students, we require you to maintain appropriate standards of behaviour. The *University Regulations* sets out various policies and codes of conduct with which you should take time to familiarise yourself and with which you must comply. Your attention is particularly drawn to the following Regulations (but you should note this list is not exhaustive):

- (a) University Plagiarism Statement ([Regulation 32](#) in the *University Regulations*);
- (b) Code of Student Conduct ([Regulation 33](#) in the *University Regulations*);
- (c) Fitness to Study Procedure ([Regulation 34](#) in the *University Regulations*);
- (d) Code of Practice on Unacceptable Behaviour ([Regulation 37](#) in the *University Regulations*); and
- (e) Statement on Alcohol, Drugs and Substance Misuse ([Regulation 41](#) in the *University Regulations*).

Please note that Regulation 33 (Code of Student Conduct) continues to apply following the end of the Student Contract in relation to any breach of Regulation 33 by you during your studies which is discovered following the end of the Student Contract.

~~**Criminal Convictions.** If required in relation to the specific programme or course on which you are registered, you must tell us about any unspent criminal convictions which you receive whilst you are a registered student of the University. Details of programmes and courses leading to professional qualifications (such as medicine, nursing, teaching and law) which require disclosure of criminal convictions while on course will be provided prior to registration. Section 3.11 explains what is meant by an unspent criminal conviction.~~

- 12.3 **Academic Standards.** In order to qualify for the relevant award at the end of your studies, you must satisfy various requirements. Your progress on your programme or course and your final award are not guaranteed and are dependent on your academic performance.

- 12.4 The Regulations that apply to your programme or course are set out in the *University Regulations*. These cover things such as the requirements for you to progress through the different stages of your studies (e.g. for progress to the honours years in your chosen subject(s)) and the total number of credits that you must complete and the grades required for award. Relevant information about these requirements is also included in course handbooks and you will be given reasonable notice of any changes that are introduced.
- 12.5 The Regulations that apply to you are those published in the *University Regulations* in the year that you begin your studies, or the year that you progress to your specific programme or course. Please see Section ~~15.4~~ which sets out our rights to make changes to the Regulations.
- 12.6 **Student placements and other engagement with third parties.** Certain students may have the opportunity to undertake placements with, or otherwise engage with (for example, conduct research with), third parties as a requirement of, or as part of, their programme of course. Such third parties may include other academic institutions, museums, health boards, charities, and companies and other industrial partners. Before being accepted on a placement or being permitted to engage with such third parties you may be required to agree to certain conditions set by the relevant third party. So, by way of example only, you may be required to agree not to disclose the confidential information of that third party, or to comply with the health and safety or other policies of a placement provider while on their premises.
- 12.7 **Fitness to Practise.** Certain programmes (by way of example only, programmes leading to certain qualifications in teaching, law, medicine, dentistry, nursing, psychology, and veterinary medicine) require students to demonstrate “fitness to practise”. Being fit to practise means having the skills, knowledge, health and character to work safely and effectively. Your attention is therefore drawn to [Regulation 36](#) of the *University Regulations* which sets out our policies and procedures in relation to determining fitness to practise. You may be required by your programme administrators to sign an additional agreement regarding your fitness to practise.
- 12.8 **Other important policies with which you must comply.** Your attention is drawn to the following important University policies which may be applicable to you and with which, if applicable, you must [ensure you read, understand and](#) comply [with](#):
- (a) Regulations for the use of University ICT systems and facilities (available at <https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/>);
  - (b) Code of Good Practice in Research (available at <https://www.gla.ac.uk/myglasgow/ris/researchpolicies/ourpolicies/>);
  - (c) Code of Policy and Procedures for Investigating Allegations of Misconduct in Research (available at <https://www.gla.ac.uk/myglasgow/ris/researchpolicies/researchintegrity/misconduct/>); and

- (d) Postgraduate Research Code of Practice (<https://www.gla.ac.uk/research/ourresearchenvironment/prs/pgrcodeofpractice/>).

### 13. INTELLECTUAL PROPERTY POLICIES AND REGULATIONS

- 13.1 **Our intellectual property.** The copyright, design right and all other intellectual property rights in any course materials and all other documents or materials that we prepare or produce (which includes any materials prepared by our employees, contractors and agents) whether or not related to your programme or course will belong exclusively to us or our licensors.
- 13.2 You may use the University's intellectual property described above for the purposes of your own private study. You are not permitted to use any of our intellectual property for any commercial purpose and you are not permitted to share any of our intellectual property (including uploading our intellectual property onto social media or third party websites such as YouTube or Course Hero) without our express consent.
- 13.3 You must also comply with the Copyright Regulation ([Regulation 40](#) in the *University Regulations*) which describes the limited rights (and obligations) you have if you wish to copy third party material under copyright in connection with your studies (for example, materials held in our library).
- 13.4 **Misuse of University or third party intellectual property.** Any use of University intellectual property or third party intellectual property by you in breach of Section [13.243.2](#) or [13.343.3](#) above will be treated by the University as a breach of the Code of Student Conduct ([Regulation 33](#) of the *University Regulations*).
- 13.5 **Your intellectual property.** The copyright, design right and all other intellectual property rights in any work or materials that you produce during the course of your studies at the University will usually belong to you. However, in some cases we may require you to transfer ownership of such rights to us. Examples include:
  - (a) if you create intellectual property in connection with a project which is funded or sponsored by a third party (for example, under a research contract which the University has entered into, or under a commercially sponsored studentship);
  - (b) if you are working in an area based on and in which the University has valuable intellectual property;
  - (c) if arrangements are in place (or anticipated to be put in place) with commercial companies in relation to the results of the research in which you are involved and that research involves University employees; or
  - (d) if the research work you are conducting is carried out by you under substantial guidance from University staff.

In other cases, you will have the option to assign any intellectual property you create to the University. We will tell you whether you are required to transfer ownership of your intellectual property rights and will provide details of the terms of that transfer.

- 13.6 **Your rights if you transfer any intellectual property rights to us.** If you transfer to us any of the intellectual property rights referred to in Section ~~13.4~~<sup>13.4</sup> above, then you will be granted the same rights as an employee inventor at the University as set out in the University's Policy for Intellectual Property and Commercialisation (a copy of which can be found here: <https://www.gla.ac.uk/research/strategy/ourpolicies/>). You should follow the procedures as set out in this policy.

- 13.7 **Our rights to retain and use your research data.** Regardless of ownership of the relevant intellectual property rights, we require access to all data generated using our resources. You must therefore provide the original data when you leave the University. You acknowledge that the University may continue to use such data for the purposes of academic research and teaching. Unless you have transferred the intellectual property rights to us, we acknowledge and agree that we are not permitted to use any of your intellectual property for any commercial purpose without your consent.

#### 14. IF YOU ARE NOT HAPPY – COMPLAINTS HANDLING PROCEDURE

- 14.1 Our Complaints Handling Procedure is set out in the *University Regulations* ([Regulation 29](#)). It explains what to do if you wish to raise a matter of concern to you or have a complaint about us or our services.

#### 15. OUR RIGHT TO MAKE CHANGES

- 15.1 The University is a large and complex academic institution. Our Regulations (set out in the *University Regulations*) and our policies referred to in these Student Terms and Conditions have been developed to allow for the good governance, good order, and efficient operation of the University. We may need or wish to make changes to the Regulations and/or policies for a number of reasons. You agree that we can make changes to the *University Regulations* and/or our policies:

- (a) if those changes are reasonable and will help us to maintain or improve good governance, good order or efficient operations (for example, if we have to make changes for health and safety or security reasons or with respect to new or unforeseen challenges);
- (b) to comply with the requirements of law or a governmental authority, regulator or accrediting body; or
- (c) if the change is agreed to be in the interests of the student body generally following consultation with student representatives.

Student representatives are consulted with respect to the drafting of all new Regulations and policies which impact upon students.



15.2 We will not normally implement changes to the *University Regulations* or our policies which affect student matters during an academic session. However, we reserve the right to do so if we reasonably consider such changes:

- (a) are required to maintain academic standards with respect to that academic session;
- (b) are necessary to run our programmes and courses effectively (to enable us to meet our obligations to you) with respect to that academic session; or
- (c) are necessary to comply with the requirements of law or a governmental authority, regulator or accrediting body.

We will give you reasonable notice of any such changes and all updates will be made available on our website.

15.3 We will review and may make changes to these Student Terms and Conditions each academic year. We will publish any changes on our website before the start of the academic year. Your registration for the next academic year will be considered an acceptance of those changes.

#### 16. OUR RESPONSIBILITY FOR LOSS OR DAMAGE SUFFERED BY YOU UNDER THIS CONTRACT

16.1 **We are responsible to you for reasonably foreseeable loss and damage caused by us.** If we fail to comply with our obligations under the Student Contract, we are responsible for loss or damage you suffer that is a reasonably foreseeable result of our breaking the contract or our failing to use reasonable care and skill, but we are not responsible for any loss or damage that is not reasonably foreseeable. Loss or damage is reasonably foreseeable if either it is obvious that it will happen or if, at the time the contract was made, both we and you knew it might happen, for example, if you discussed it with us during the offer process.

16.2 **We are not responsible for loss and damage to your property caused by you.** We are not responsible for any loss or damage to your property caused by you or by other students or by third parties for whom we are not responsible (for example if you lose an item of your personal belongings while on the University campus).

16.3 **We are not responsible for services provided by student organisations.** The Student Representative Council, Glasgow University Union, the Queen Margaret Union and the Glasgow University Sport Association are separate organisations independent from the University. We are not responsible for any services provided to you by those organisations.

16.4 **We are not responsible for any loss or harm you may suffer during any self-sourced work or volunteering opportunity.** The University will not have vetted the potential employer, conducted any health and safety, insurance or other risk assessments, or provided you with any advice specific to your potential opportunity. This will be the case whether or not the University has provided you with any financial

support in relation to the opportunity. The University will therefore not be liable to you for any loss or harm you may suffer during any self-sourced opportunity and, similarly, will not be responsible to the provider of the opportunity for your acts or omissions. You must take appropriate steps to satisfy yourself about the nature of the opportunity and any risks that you might be exposed to.

- 16.5 **We do not exclude or limit in any way our liability to you where it would be unlawful to do so.** This includes liability for death or personal injury caused by our negligence or the negligence of our employees, agents or subcontractors; or for fraud or fraudulent misrepresentation.

- 16.6 This Section ~~16.6~~ continues in effect even if the Student Contract ends.

## 17. YOUR RESPONSIBILITY FOR INSURANCE

- 17.1 You are responsible for obtaining your own insurance for your property and any other types of insurance that you may need during your period of study such as medical insurance and/or travel insurance.

## 18. CONFIDENTIALITY

- 18.1 We have set out in Section ~~4.34.3~~ above how we will collect and use your personal information. However, you may during your course of study at the University be exposed to information that needs to be kept confidential. For example:

- (a) if you are involved in a research project at the University you may receive certain information, know-how, data, and other information which the University regards as confidential including, without limitation, the results of projects being conducted at the University, details about unpatented inventions, proposals for additional work or studies, confidential information about an industrial sponsor, and possible commercial opportunities for the University;
- (b) information disclosed during a complaints process; and
- (c) certain programmes (by way of example only, programmes leading to certain qualifications in teaching, medicine, dentistry, nursing and psychology) require students to be exposed to confidential information about individuals such as pupils, patients and relatives,

and all of the above are examples of **Confidential Information**.

- 18.2 You must respect and preserve the confidentiality of Confidential Information. Accordingly, you must not, without our prior written consent, either:

- (a) disclose the Confidential Information to any third party; or
- (b) use the Confidential Information for any purpose other than the purpose for which such Confidential Information was disclosed to you (this is likely to be for use in a particular research project).

- 18.3 The obligations of confidentiality set out above shall not apply, or shall cease to apply, to such of the Confidential Information as you can show:
- (a) has become public knowledge other than through disclosure by you in breach of this Section; or
  - (b) was already known to you prior to disclosure by or on behalf of the University; or
  - (c) has been received by you from a third party who did not acquire it in confidence from the University or from someone owing a duty of confidence to the University; or
  - (d) you are required by law to disclose.
- 18.4 You must, whenever the University so requests, return to the University all documents and other records of the Confidential Information or any of it in any form which you have in your possession or under your control.
- 18.5 **Additional obligations if you process Personal Information during your studies.** If during your studies you use personal information about another individual (for example, you are working on a research project and you analyse personal information about research subjects), the additional obligations set out in Schedule 2 apply to you.
- 18.6 This Section ~~18.8~~ continues in effect indefinitely even if the Student Contract ends.

## 19. HOW THE STUDENT CONTRACT MAY END

- 19.1 **Automatic contract end.** The Student Contract will end automatically in a number of different circumstances:
- (a) in the case of research programmes, the date on which we issue you with a letter confirming the award of your degree; or
  - (b) in the case of any other programme, the date on which we notify you of the final results of your programme, including any resits (whether or not we confer an award or degree on you); or
  - (c) if you have applied to us through UCAS and you have followed the UCAS procedure for accepting another university offer, declining your Offer or withdrawing your application.
- 19.2 **You have the right to cancel the Student Contract within 14 days of accepting your Offer.** If you accept an Offer but change your mind, you have 14 days from the date you accept our Offer to tell us you've changed your mind and to cancel the Student Contract and to receive a full refund of any fees that you have paid already under the Student Contract.
- If you applied through UCAS, please contact UCAS to change your acceptance within 14 days of accepting your Offer. If you applied directly to the University, please cancel your Offer through our Applicant Self Service Portal within 14 days of accepting your

Offer. If you cannot use the Applicant Self Service Portal, you may contact the central Admissions Office by email, telephone call or letter. You will find the contact details for the central Admissions Office in the University Prospectus and on the University Website.

The Student Contract will end on the day on which we receive your self service cancellation, email, telephone call or letter. To arrange a refund of any fees you have already paid, please contact the central Admissions Office.

**19.3 You have the right to end the Student Contract because of the University's actions.**

You have the right to end the Student Contract for the following reasons:

- (a) we have told you about an error in the price or description of your programme or course and you do not wish to proceed;
- (b) we are unable to deliver the programme on which you are registered and we have been unable to find an alternative programme acceptable to you in accordance with Section [10.2\(h\)](#)~~10.3~~; or
- (c) we have made or suggested a change to the supervisory team of your research programme that is unacceptable to you; or
- (d) you have a legal right to end the Student Contract because we have breached an obligation under it and, if the breach is capable of remedy, you have given us 30 days to remedy the breach and we have failed to do so.

If you applied to the University through UCAS and you are not yet a registered student, you can end the Student Contract by contacting the central Admissions Office. Depending on your circumstances you may also have to contact UCAS but we will advise you of this at the time if it is required.

If you applied directly to the University and are not yet a registered student, you can end the Student Contract by declining your offer through our Applicant Self Service Portal. If you are ending the Student Contract close to the start of your programme and we have begun the pre-registration process you will have to contact the central Admissions Office to request to withdraw (your Applicant Self Service Portal will inform you if this is the case). You will find contact details for the central Admissions Office in the University Prospectus and on the University Website.

In either of the above cases, the Student Contract will end on the date we receive your withdrawal.

If you are a registered student, you can end the Student Contract by completing and submitting a withdrawal form online via your MyGlasgow account. The Student Contract will end 10 days after the date on which we receive the withdrawal form (unless you contact us in the meantime to cancel the withdrawal).

**19.4 You are still able to end the Student Contract even when it is not because of a University action and it is too late to cancel.** If you want to end the contract for any other reason, just contact us to let us know.

If you applied to the University through UCAS and you are not yet a registered student, you can end the Student Contract by contacting the central Admissions Office. Depending on your circumstances you may also have to contact UCAS but we will advise you of this at the time if it is required.

If you applied directly to the University and are not yet a registered student, you can end the Student Contract by declining your offer through our Applicant Self Service Portal. If you are ending the Student Contract close to the start of your programme and we have begun the pre-registration process you will have to contact the central Admissions Office to request to withdraw (your Applicant Self Service Portal will inform you if this is the case). You will find contact details for the central Admissions Office in the University Prospectus and on the University Website.

In either of the above cases, the Student Contract will end on the date we receive your withdrawal.

If you are a registered student, you can end the Student Contract by completing and submitting a withdrawal form online via your MyGlasgow account. The Student Contract will end 10 days after the date on which we receive the withdrawal form (unless you contact us in the meantime to cancel the withdrawal).

19.5 **We have the right to end the Student Contract with immediate effect because of certain actions by you.** We may end the Student Contract if:

- (a) it is discovered that any information that you have provided on or with respect to your application is not true or accurate or is incomplete provided that, if the discovery is made after you have registered as a student, we have applied an expulsion or exclusion following the procedure set out in the Student Code of Conduct or an exclusion from a programme under the Fitness to Practise Procedure;
- (b) you fail to provide information or documents reasonably requested by us under Section ~~3.13-1~~ or ~~3.23-2~~ (by way of example only, evidence of your qualifications or your immigration status);
- (c) you have not fulfilled the conditions of your Offer before the date notified to you in your Offer or any other date notified by us to you (see Section ~~3.43-4~~ above);
- (d) you declare a ~~relevant~~ criminal conviction under Section 3.11 and we reasonably determine that the conviction prevents you from undertaking the programme or course; ~~or~~
- ~~(e) you tell us about a relevant criminal conviction under Section 12.2 and we apply an expulsion following the procedure set out in the Student Code of Conduct or Fitness to Practise Procedure;~~
- ~~(f) it is discovered that you did not declare a relevant criminal conviction under Section 3.11 or Section 12.2, provided that in the case of a failure to declare under Section 12.2 we have applied an expulsion following the procedure set out in the Student Code of Conduct or Fitness to Practise Procedure; or~~

~~(e)~~(e) you do pay any applicable deposit in accordance with Section ~~7.37-3~~;

~~(f)~~(f) we are not reasonably satisfied that you have the required immigration status which permits you to undertake and continue your proposed programme at the University;

~~(g)~~(g) we are not reasonably satisfied that you have the required immigration status for the fee status in your Offer;

~~(h)~~(h) you do not register with the University within the timescale required (see Section 44 (Registration);

~~(i)~~(i) you fail to progress academically towards an award of the University (having gone through any available appeals);

~~(j)~~(j) you have not paid your tuition fees before the deadline for payment, the University has not been able to make a repayment arrangement with you (or you have missed 2 payments under such repayment arrangement) and you still do not make payment after we have reminded you in writing that payment is due; or

~~(k)~~(k) you fail to comply with the Student Contract (including the Regulations set out in the *University Regulations*, as amended from time to time) provided that, if such failure occurs after you have registered as a student, we have applied an expulsion or exclusion following the procedure set out in the Student Code of Conduct or an exclusion from a programme under the Fitness to Practise Procedure.

The Student Contract will end on the date on which the University withdraws you as a student of the University.

- 19.6 **We have the right to end the Student Contract if a programme is withdrawn.** If we have had to withdraw a programme because we are unable to deliver it in accordance with Section ~~10.2(h)-10.3~~, you will be offered help and advice in finding an appropriate alternative programme at the University. However, if no alternative is available, we have the right to end the Student Contract, in which case the Student Contract will end on the date on which the University withdraws you as a student of the University.

- 19.7 **We have the right to end the Student Contract if an alternative supervisory arrangement for your research programme is not possible or not acceptable to you.** If we have had to seek to make a change to your supervisory team for your research programme, and we have been unable to allocate an appropriate replacement supervisor (because, for example, an appropriate replacement is not available, or the allocated replacement supervisor is not acceptable to you), we have the right to end the Student Contract, in which case the Student Contract will end on the date on which the University withdraws you as a student of the University.

- 19.8 **We have the right to end the Student Contract due to an export control restriction.**  
We have the right to end the Student Contract if your programme becomes subject to

UK export control laws and we are unable- ~~together~~: (a) ~~to~~ obtain an export control licence in respect of your participation in ~~for~~ the programme; or (b) vary the programme under Section 10.2 to an extent that no export control licence is required; or (c) find an appropriate alternative programme for you at the University. In this case, the Student Contract will end on the date on which the University withdraws you as a student of the University.

~~19.7~~<sup>19.9</sup> **We have the right to end the Student Contract due to government sanctions or government intervention due to ~~on~~ national security concerns.** We have the right to end the Student Contract if your participation in a programme is affected by government imposed sanctions or ~~due to~~ government intervention ~~for~~ due to national security concerns and we are unable to: (a) vary the programme to enable your continued study on the ~~course or~~ programme; or (b) find an appropriate alternative programme for you at the University. In this case, the Student Contract will end on the date on which the University withdraws you as a student of the University.

## **20. RIGHTS AND OBLIGATIONS FOLLOWING THE END OF THE STUDENT CONTRACT**

Following the end of the Student Contract the following rights and obligations apply.

- 20.1 **Payment of outstanding fees.** All outstanding fees owed by you to the University are payable immediately, in full, following the end of the Student Contract unless otherwise agreed.
- 20.2 **Refund of fees.** Any refunds of fees will be made in accordance with the University Policy on Reduction of Tuition Fee Liability and Refunds available at <https://www.gla.ac.uk/myglasgow/students/money/policies/refund/>.
- 20.3 **Return of property, data and Confidential Information and closure of student email account.** All University property (including campus cards) and all data (if any) referred to at Section ~~13.7~~<sup>13.7</sup> (research data) and the Confidential Information (if any) referred to at Section ~~18.4~~<sup>18.4</sup> (Confidential Information) within your possession or control must be provided or returned to the University. Unless your student email account has been suspended under the University's IT Regulations (<https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/>), the University will keep your student email account open for a reasonable time following the end of the Student Contract to allow you to download any information held in your student email account that you wish to keep.
- 20.4 **Academic Appeals.** Notwithstanding the end of the Student Contract under Section 19.1(a) or 19.1(b), you may appeal the results conferred upon you by the University in accordance with the University's Academic Appeals procedure available at <https://www.gla.ac.uk/myglasgow/senateoffice/studentcodes/academicappealsstudent> <https://www.gla.ac.uk/myglasgow/apg/studentcodes/academicappealsstudents>.

20.5 **Terms which continue to apply after the end of the Student Contract.** Some of the terms of the Student Contract will continue to apply after the Student Contract ends. We have highlighted these within the relevant Sections of these Student Terms and Conditions but set them out below, for ease of reference:

- (a) Section ~~4.34~~3 (How we may use your personal information);
- (b) Section 6 (Tuition and other fees);
- (c) Section ~~134~~3 (Intellectual Property Policies);
- (d) Section ~~164~~6 (Our responsibility for loss or damage suffered by you);
- (e) Section ~~184~~8 (Confidentiality);
- (f) This Section ~~202~~9 (Rights and obligations following the end of the Student Contract);
- (g) Section ~~212~~4 (Other important terms);
- (h) Schedule 2 (Additional Obligations relating to processing of Personal Information); and
- (i) [Regulation 33](#) of the *University Regulations* (Code of Student Conduct) but only in relation to any breach of Regulation 33 by you during your studies which is discovered following the end of the Student Contract.

## 21. OTHER IMPORTANT TERMS

21.1 **Events outside our control.** We will not be liable or responsible for any failure to carry out, or delay in carrying out, any of our obligations under the Student Contract where that delay or failure is caused by an event outside our reasonable control. Examples include adverse weather, pandemics, [government intervention](#), [trade sanctions](#), accidental destruction of a building or industrial action by staff.

21.2 For so long as the event outside of our control continues:

- (a) we can suspend those of our obligations under the Student Contract which are directly affected by the event; and
- (b) the time allowed to carry out those obligations will be extended for the length of time the event continues.

21.3 We will take reasonable steps to bring the event to a close or to find a way in which we can carry out our obligations under the Student Contract despite the event. Please also see Section ~~10.2(h)~~~~10.2(hg)~~ which sets out our right to make changes in response to such an event.

21.4 **We may transfer certain of our rights and obligations to someone else.** We may transfer our obligations under the Student Contract to another organisation or person. This may happen, for example, when we engage a third party to provide specialist teaching. If and when this happens, we will remain responsible to you for the performance of our obligations by that third party.



- 21.5 **We may also transfer our right to receive unpaid fees or other sums of money that you owe us to a third party** but we will tell you when this happens. This may happen, for example, where you owe us a debt under the Student Contract and we pass that debt for collection to a third party debt collection agency.
- 21.6 **You need our consent to transfer your rights to someone else.** You may only transfer your rights or your obligations under these terms to another person if we agree to this in writing. We have no obligation to agree.
- 21.7 **Nobody else has any rights under this contract.** The Student Contract is between you and us. No other person shall have any rights to enforce any of its terms except where we transfer rights in accordance with Section ~~21.5~~<sup>21.524.5</sup>.
- 21.8 **If a court finds part of the Student Contract illegal, the rest will continue in force.** Each of the Sections of the Student Contract operates separately. If any court or relevant authority decides that any of them are unlawful, the remaining Sections will remain in full force and effect.
- 21.9 **Even if we delay in enforcing the Student Contract, we can still enforce it later.** If we do not insist immediately that you do anything you are required to do under the Student Contract, or if we delay in taking steps against you in respect of your breaking the Student Contract, that will not mean that you do not have to do those things and it will not prevent us taking steps against you at a later date. For example, if you miss a payment and we do not chase you but we continue to provide the programme or course, we can still require you to make the payment at a later date.
- 21.10 **Information on our website.** Information for students is contained on our website here: [[www.gla.ac.uk/studentcontract](http://www.gla.ac.uk/studentcontract)] and where information from our website is specifically referred to in these Student Terms and Conditions, that information will form part of the Student Contract.
- If there is any error in this information the University may correct the error and corrections will be binding (subject to your right to end the Student Contract under Section ~~19.3(a)~~<sup>19.3(a)</sup>). If there is any conflict or ambiguity between any information contained on our website and the Student Contract, then the Student Contract will prevail.
- 21.11 **Which laws apply to this contract and where may you bring legal proceedings?**
- The Student Contract is governed by Scots law.
- If you want to bring legal proceedings against the University, then subject to any rights you as a consumer have under Scots law to bring an action against the University in another country, you must bring those proceedings to the Scottish courts.
- If we need to bring legal proceedings against you we may bring them in any court or courts anywhere in the world that will hear such proceedings. For example, if you are residing outside of Scotland and we need to pursue you for unpaid tuition fees, we may bring legal proceedings in a court in the country where you are resident.

21.12 This Section ~~21.24~~ will continue to apply after termination of the Student Contract.

## **Schedule 1**

### **Non-UK Students**

#### ***General additional terms for non-UK Students***

##### **Export Controls**

[Depending on the nature of your programme, UK Export Control laws may apply. This means that you may require a UK export control licence if you wish to access your work outside of the UK. You acknowledge that the decision whether to grant a UK export control licence rests with the Export Control Joint Unit of the UK Government and that we do not accept any responsibility for the success or failure of any such application.](#)

##### **Immigration Controls**

If you are a national of a country that is or becomes subject to UK immigration control, the following additional terms and conditions apply:

- 1) You will need to demonstrate with appropriate evidence, at the point of registration and whenever requested to do by the University during your programme, that:
  - a) you have a valid immigration status which permits you to undertake and continue your proposed programme at the University; and
  - b) you have clearance under the Academic Technology Approval Scheme (ATAS) if this is required for your particular programme at the University.

Appropriate evidence may include valid, original immigration documentation showing permission to be in and study in the UK, along with a valid passport or national travel document and any other documentation which may be requested by us and which is necessary under applicable governmental regulations. We will retain copies of the documents you provide to us and/or that we verify online for audit purposes (including audits by applicable governmental authorities).

- 2) You acknowledge that in our performance of the Student Contract (i) we may provide such information (including copies of the documents provided by you) to the applicable governmental authority (for example, UK Visas and Immigration (UKVI)) as may be requested under applicable legislation; and (ii) the applicable governmental authority may provide such information to us.
- 3) It is your responsibility to apply for, and provide such information as may be required in respect of, any required visa or other leave to remain. You acknowledge that the decision whether to grant a visa or other leave to remain rests with the UK Home Office or other relevant governmental authority and that we do not accept any responsibility for the success or failure of any such application.
- 4) You acknowledge that we have the right to contact the relevant authority (for example, UK Visas and Immigration) and request information about your immigration status (including current UK immigration status, immigration history and the status of any ongoing immigration application).

- 5) You must inform us, as soon as reasonably practicable, of any changes to your immigration status and provide documentation detailing the change(s). You must also provide any information on your immigration status requested by us. Information provided in response to such requests must be true, complete and accurate to the best of your knowledge.
- 6) You have responsibility for ensuring that you comply with all of the terms of your immigration permission whilst studying at the University. If you wish to take up paid and/or unpaid employment on a part time basis, you must undertake such employment in compliance with the conditions of your visa or other leave to remain as set out in UK immigration rules. Please note that if you choose to withdraw from your studies, if your Student Contract is ended by the University or if you are granted permission to interrupt your studies, this may affect the validity of your visa and your ability to enter and/or remain in the United Kingdom.
- 7) Prior to the expiry of the applicable immigration permission, you are responsible for ensuring that you either leave the UK or submit an in-time extension application (i.e. a valid application submitted before, or in exceptional cases, on, the expiry date of your current leave). If an application for extension of leave is made, you must provide us, as soon as reasonably practicable, with evidence of submission of the new application. If, after expiry of the existing leave, you fail to provide evidence of submission of an in-time application, you will be suspended from studies until this evidence is provided. If an application for extension of leave is submitted after expiry of the previous leave, you will be suspended from studies until evidence of valid UK immigration permission is presented to the University.

***Specific additional terms for non-UK students sponsored under the ~~UK Tier 4 (General) or Student Route scheme~~***

In addition to paragraphs 1-8 above, students who have been issued a Confirmation of Acceptance for Studies (CAS) and/or students who hold a ~~Tier 4 (General) or~~ Student visa under the University's sponsor licence are also subject to the following further conditions.

- 8) Prior to commencement of your programme, you must arrive in the UK and fully complete registration no later than the latest start date shown on your CAS. If commencing a new programme following completion of a previous programme at the University, you must demonstrate that you have submitted your new immigration application in-time and, if applicable, within any earlier deadline stipulated by UK Visas and Immigration guidance. Failure to meet this deadline may result in suspension from studies. If returning to the next academic year of your programme, you must complete registration promptly and within any deadline imposed by us. Failure to complete registration by the appropriate deadline may result in withdrawal of visa sponsorship and the revocation of any ~~Tier 4 or~~ Student visa held.
- 9) You must fully engage with your programme, attend all required teaching activities and fully adhere to any required attendance policy. Permission for any length of absence from studies must be sought and will be granted or refused at the discretion of the applicable

School or College in line with its attendance policy. We will withdraw visa sponsorship from any students whose attendance/engagement with studies is deemed to be unsatisfactory and/or where they have acted in breach of applicable attendance policy.

- 10) You must attend all scheduled visa check-in sessions held throughout the academic year. The dates and locations of these check-ins will be determined by the University and notified to you. When attending a visa check-in session you must present your current passport and original immigration documentation showing your continuing permission to be in the UK and study at the University, in addition to any other document requested by us. Where immigration status has been issued digitally, we may verify this again to ensure validity. Failure to attend a visa check-in with the required documentation may result in the withdrawal of visa sponsorship and the revocation of any ~~Tier 4 or~~ Student visa held.
- 11) If your ~~Tier 4 (General) or~~ Student visa will expire prior to the expected completion of your programme, you may request a CAS to enable submission of an application to extend your visa. We will consider CAS requests reasonably but at our sole discretion, and in line with applicable regulations for licenced sponsors. You must submit your application in-time. Failure to submit an in-time application may lead to the withdrawal of a CAS issued prior to the expiry of your visa. A CAS will not be issued to students who have remained in the UK past the expiry of their current leave or breached any conditions of that leave. Where a ~~Tier 4 or~~ Student visa application is refused, the student must inform the University immediately after receipt of the refusal notice and fully comply with any suspension imposed. If you wish to submit a further ~~Tier 4 or~~ Student visa application in the UK, issue of a second CAS will be at our sole discretion.
- 12) Please note that your ~~Tier 4 (General) or~~ Student visa may be revoked or curtailed if your Student Contract ends for any reason. In such circumstances you may not be entitled to a refund of any degree programme fees already paid.

#### ***English language requirements***

You may be required, at our request, to provide satisfactory evidence of your English language qualifications before admission. Our request will set out what evidence is required, but may include original exam certificates and/or direct confirmation from the awarding body. If you fail to provide such evidence to our reasonable satisfaction, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section ~~19.5~~19.5.

**Schedule 2**  
**Additional Obligations relating to processing of Personal Information**

For the purposes of this Schedule 2, the following terms are used:

<b>Data Subject</b>	this means a living person who can be identified from personal information (for example an identifier like a name, address, ID number or physical attribute);
<b>Personal Information</b>	this means any information about a Data Subject;
<b>Process</b>	this means any kind of use of Personal Information, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction;
<b>Processing Instructions</b>	this means the instructions relating to the Personal Information set out in this Schedule 2 together with any other instructions relating to the Personal Information provided to you in writing by the University.

- 1) Where you process Personal Information during your studies at the University, depending on the particular circumstances you may either be processing such Personal Information on the University's instructions (in which case paragraph 2 below applies to such processing), or you may be processing such Personal Information not on the University's instructions (in which case paragraph 3 below applies to such processing).
- 2) If you are processing Personal Information on the University's instructions, you shall:
  - a) process the Personal Information only on and in accordance with the Processing Instructions;
  - b) not disclose any Personal Information without the University's prior written consent, except as required by law or as is necessary to comply with the Processing Instructions;
  - c) take appropriate technical and security measures in relation to the processing of Personal Information appropriate to the risks presented by the processing, in particular the risks of accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to Personal Information transmitted, stored or otherwise processed;

- d) immediately notify the University if you receive any correspondence from either (i) a Data Subject or (ii) an applicable regulator in relation to the Personal Information and consult with the University prior to responding to any such correspondence;
  - e) immediately notify the University if you think any of the University's Processing Instructions are unlawful;
  - f) immediately notify the University (and in any case no later than 24 hours after becoming aware) of any breach of Personal Information (whether actual or suspected), by emailing [dp@ gla.ac.uk](mailto:dp@ gla.ac.uk) with as much detail as possible about the breach;
  - g) provide reasonable assistance and information to the University in relation to the University's compliance with applicable legislation relating to Personal Information, including:
    - i) consultations with applicable regulators;
    - ii) requests from Data Subjects; and
    - iii) Personal data breaches;
  - h) not transfer any Personal Information to any country outside the United Kingdom or European Economic Area without the University's prior written consent;
  - i) permit the University and those persons authorised by the University (including external and internal auditors, contractors and agents) and applicable regulators or those persons authorised by applicable regulators to monitor, inspect, interview and audit your data, documentation, systems, records, controls and materials for the purpose of reviewing your compliance and ability to comply with the obligations in this Schedule 2;
  - j) at the end of the Student Contract and at any time on request by the University, immediately securely destroy or delete or, at the request of the University, return securely to the University, all Personal Information currently in your possession and/or control and notify the University once this has been done by emailing [dp@ gla.ac.uk](mailto:dp@ gla.ac.uk); and
  - k) if requested by the University at any time, enter into a separate data processing agreement relating to any Personal Information to which you are instructed to process on behalf of the University during the Student Contract.
- 3) If you are processing Personal Information not on the University's instructions (for example, where you are a postgraduate research student who has designed a research study that involves the collection and analysis of Personal Information), you and the University shall be jointly responsible for the processing of such Personal Information, in accordance with any guidance published by the University from time to time.
- 4) If you would like more information about the legal duties applicable to the processing of Personal Information further guidance can be found at <https://ico.org.uk/>.

**Convener of Court**  
**Summary of Business – 20 June 2023 to 27 September 2023**

Date	Meeting	Location
27 June 2023	General Council Half Yearly	Virtual
5 July 2023	Catch up with The Principal	Phone call
	Campaign Leadership Board	Virtual
6 July 2023	Catch up with David Duncan	Phone call
18 July 2023	Out of Cycle Approval Meeting – School of Computing Science	Virtual
11 August 2023	Intro meeting with Nicola McEwen, Professor of Public Policy, College of Social Sciences	Virtual
14 August 2023	Catch up with Stuart Hoggan	Virtual
16 August 2023	Catch up with the Principal	Phone call
18 August 2023	Pre Court Officers Meeting	Virtual
1 September 2023	Court Governance and Effectiveness Review Meeting	Virtual
7 September 2023	Catch up with Gavin Stewart	Virtual
11 September 2023	Convention of the South of Scotland	Virtual
12 September 2023	Catch up with Gavin Stewart	Phone call
13 September 2023	Finance Committee	Virtual
20 September 2023	Principal's Appraisal	Glasgow
	Court Strategy Day	
	University Secretary Appraisal	
27 September 2023	Pre Court Agenda Meeting	Glasgow
	Meeting with SRC President	
	Pre Court Briefing	
	Court	
	Dinner to celebrate the launch of the University of Glasgow XPRIZE Hub	



## RESOLUTION NO 701 – FOUNDATION OF THE PONTECORVO CHAIR OF PHARMACOGENOMICS

In pursuance of the powers conferred under Section 3 of the Universities (Scotland) Act 1966, the Court of the University of Glasgow hereby resolves as follows:

1. there shall be in the University of Glasgow the Pontecorvo Chair of Pharmacogenomics and the Professor shall be a Professor in the College of Medical, Veterinary & Life Sciences;
2. the salary of the Professor shall be funded by endowment and underwritten from the general funds of the University;
3. the stewardship of the said Professorship, and the right of nominating and appointing the said Professor and their successors, shall be vested in and exercised by the University Court of the University of Glasgow;
4. the said Professor shall promote the instruction and research in relation to pharmacogenomics; the University Court shall from time to time define the duties of the Professor as in the case of other Professors in the University;
5. this Resolution shall take effect on 1 October 2023

Dr David Duncan, University Secretary

### ***Explanation***

The Pontecorvo Chair in Pharmacogenomics will spur advances in pharmacogenomics research and push the frontiers of scholarship in Glasgow. The Chair has been facilitated by a generous endowment from Dr Elizabeth Boyd.

In 2019 Dr Boyd agreed to fund a Chair in precision medicine – to be named the Pontecorvo Chair in Genomics - with a gift of £2.113million. Guido Pontecorvo (1907-1999) was the University's first Professor of Genetics, 1955 to 1968, and has been described as "one of the founding fathers of modern genetics". He endowed prizes and scholarships for students at the University and the Genetics Building was named for him in 1995. During Professor Pontecorvo's time in Glasgow, Dr Boyd worked alongside him.

Following difficulty since 2019 in confirming a new Chair in Genomics, in March 2023 Dr Boyd confirmed her support for a new direction for the Chair and agreed to the creation of The Pontecorvo Chair in Pharmacogenomics. Pharmacogenomics is a field of research that studies how a person's genes affect how they respond to

medications. Its long-term goal is to help doctors select the drugs and doses best suited for each person.

The Pontecorvo Chair in Pharmacogenomics will propel ongoing research in Glasgow in this critical field and enable substantial additional funding from outside sources to be leveraged. This will lead to early national and international distinctions that will recognise the generous gift and remain an enduring tribute to the donor. The Pontecorvo Chair will also serve as a catalyst to develop an interdisciplinary research programme, bringing together the best minds and creative researchers from diverse fields such as data science, digital health, engineering, and computing to create an environment of boundless potential for ground-breaking and innovative research in pharmacogenomics and advance the frontiers of what is currently possible. The Pontecorvo Chair in Pharmacogenomics will help spearhead the momentum of the College's national and international status in this field among research institutions.

University of Glasgow

**NOMINATION FOR THE AWARD OF AN HONORARY FELLOWSHIP**

<b>1. NOMINEE'S DETAILS</b>	
<b>Name and Address [in full]</b> David (Dave) Osborn Howe Crawford	
<b>Email address [if known]</b>	<b>Tel. No. [if known]</b>
<b>University Degrees and/or other Professional Qualifications held:</b> BVMS Glasgow MRCVS	

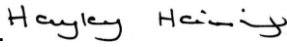
<b>2. GROUNDS ON WHICH THE GRANTING OF AN HONORARY FELLOWSHIP BY THE UNIVERSITY COURT IS PROPOSED</b>
<p>Dave Crawford graduated from Glasgow vet school in 1966. He is 80 years old and still works fulltime in his practice, Hollow Park Veterinary Surgery in Ayr. Dave almost did not make it into vet school: physics Higher was required for entry which he did not have. He worked every night that school year to cover the physics course to enable him to gain all the requirements for entry to Glasgow. Now when asked about retiring he jokes "I had to claw my way into this profession so I will have to be dragged out". He has been practising for 57 years.</p> <p>Dave is a hugely respected and inspirational character in the West of Scotland, in his home town in Ayr and also across the wider veterinary community. His passion and enthusiasm for the profession and his role in veterinary care are legendary and he is renowned for the standard of care he has provided to his clients and their pets for the last 57 years.</p> <p>Dave has always been a strong and loyal supporter of the vet school. Over the years he has sent thousands of samples to the diagnostic service and referred many hundreds of cases to the small animal hospital. He always provides excellent clinical information and feedback for each of these cases and consequently these cases have been invaluable for teaching many thousands of young vets and undergraduate veterinary students over the decades. Furthermore hundreds of undergraduate veterinary students have benefitted from his wisdom and enthusiasm when spending time at his practice during their extramural studies. Dave provides clients with excellent stewardship and good counsel helping them make the right decisions for their pets. These are things that cannot be learned from a book. The strong working relationship with the vet school which has been developed over many years has also resulted in co-authorship of publications with clinicians in the small animal hospital and the veterinary diagnostic service<sup>1,2</sup>.</p>

Dave is a unique character and the profession continues to benefit immensely from his enthusiasm and care for his clients, their pets, and his colleagues. Therefore, we recommend that he is considered for Honorary Fellowship of the University of Glasgow.

1. Haining, H., Hollyer, J., Crawford, D., Bell, F., Gamino, V. and Millins, C., 2021. What is your diagnosis? Fine needle aspirate biopsy from a skin mass on the distal metatarsus of a dog. Veterinary Clinical Pathology, 50(3), pp.462-464.
2. Farges, A., Crawford, D., Adrega, C. and Ramsey, I. K. 2023 Hyperprogesteronism associated with adrenal tumours in two dogs. Submitted Veterinary Record Case Reports

**Proposed by [block capitals]**

...Dr Hayley Haining BVMS MVM PhD FRCPath FHEA MRCVS.....

**Signed:** ...  .....

**Date:** 4<sup>TH</sup> September 2023.....

**Seconded by [block capitals]**

.....Professor Ian Ramsey BVSc PhD DSAM DipECVIM\_CA FHEA FRCVS...



**Signed:** .....

**Date:** ...4<sup>th</sup> September 2023

*The purpose of the award of an Honorary Fellowship by the University Court is as set out below:*

1. *the award of an Honorary Fellowship of the University would be intended to honour a person who had rendered appreciable service to the University, probably over a number of years, but not excluding a person whose contribution had been particularly significant although over a short period of time, and*
2. *a person upon whom an Honorary Fellowship had been conferred shall be designated an Honorary Fellow of the University, but the conferment of the Honorary Fellowship shall not confer any other right, privilege or status.*

*The conditions of eligibility are:*

1. *the award of an Honorary Fellowship shall not be conferred upon a person holding office in the University save exceptionally, in recognition of long service or outstanding contribution, and*
2. *no application from or at the behest of any person desirous of receiving an Honorary Fellowship of the University shall be entertained.*

**Note**

*The Honorary Degrees Committee at its meeting on 6 April 1998 resolved that, as an Honorary Doctor's Degree was the highest honour that the University could bestow, it was not appropriate for a person who was already an Honorary Graduate of the University to be given the additional and lesser designation of "Honorary Fellow".*

**Approved by the University Court 12.11.97**



# **RECTORIAL ELECTION**

## **- ELECTION RULES**

### **1. General**

- 1.1 These Election Rules (the Rules) apply to the Rectorial Elections conducted at the University of Glasgow
- 1.2 These Rules are in addition to and without prejudice to any other University Policy or Procedure. Where an existing policy exists, it shall take priority in resolving any issue that arises during the course of an election.
- 1.3 All documentation and information relating specifically to the election will be made available on the Rectorial Election Website (the Website) – with more information being available by emailing [rectorialection@glasgow.ac.uk](mailto:rectorialection@glasgow.ac.uk)

### **2. The Role and Eligibility of Rectors**

- 2.1 The successful Candidate will take office as Rector on the 1 April 2024 and will hold office until 31 March 2027.
- 2.2 The Rector is an ex officio member and Ordinary president of the University Court. (Meetings of Court are chaired by the Convener, who is appointed by the Court.) The Rector therefore is a charity trustee. Accordingly, all candidates are required to declare

their eligibility to serve as a charity trustee under the Office of the Scottish Charity Regulator (OSCR) guidelines at the time of nomination. A form for completion by the Candidate confirming their eligibility in this regard is included with the nomination form and must be completed by the Candidate and submitted with the nomination before it can be validated. Annex A outlines the Role of the Rector

2.3 As an ex officio member of the University Court, the Rector must agree to the Code of Conduct for members of Court and as such endorse the nine principles of public life in Scotland, set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000.

2.4 All candidates are required to observe the University's policies and procedures. We also expect candidates to adhere to the University's values with respect to equality, diversity and inclusion as defined in the Dignity at Work and Study Policy and Procedure (Annex C).

2.5 In accordance with Ordinance 186, no currently matriculated student of the University, nor any part- time student or individual registered for examination or graduation purposes only, shall be eligible to be nominated for election as Rector.

2.6 The Universities (Scotland) Act, 1966, states that no person currently holding an appointment in any of the older Universities shall be eligible to be elected as Rector of that University.

2.7 The University will meet reasonable expenses incurred by the Rector relating to travel and accommodation on official University business throughout their period of office. The Rector receives no salary or payment for the role.

### **3. Election Oversight**

3.1 In accordance with University Ordinance 186, the Senate has responsibility for making arrangements for the conduct of an election for Rector. The University Court will formally fix the election date following consultation with the Senate and Students' Representative Council (SRC).

3.2 The Senate shall appoint a Nomination Court to receive and scrutinise nominations. The Nomination Court shall consist of two members of the Senate (who will normally be the Principal, or their deputy, and the Clerk of Senate) and the President of the Students'

Representative Council or their deputy. The President of the Students' Representative Council (or their deputy), may not be a member of the Nomination Court if they are the sponsor of a candidate.

3.3 The Nomination Court shall deal with a nomination as valid if:

- a. the sponsors have complied with the foregoing requirements; and
- b. it appears that the person nominated is eligible to hold the office of Rector

If these Conditions are not satisfied, the Nomination Court shall reject the nomination.

3.4 The Clerk of Senate shall be the Returning Officer. The Returning Officer will have the following responsibilities:

- to brief all candidates and their campaign teams at the nomination meeting in relation to the timetable and conduct of the election and generally to provide advice and guidance to candidates and campaign teams to help them understand and comply with these Election Rules;
- to consider and resolve any actual or alleged infringements of these Election Rules which come to or are otherwise brought to their attention;
- to oversee the count of the votes and the announcement of the result of voting.

3.5 The Returning Officer will have the power to appoint a deputy to undertake all their duties in these Rules.

3.6 The Registry has responsibility for the management of the Election. The Graduation and Ceremonial Events Coordinator in Registry (together with any deputies selected by them) will be the first point of contact for all matters in relation to the Election and they will liaise, as appropriate, with candidates, the campaign teams, the SRC, the Returning Officer, University Secretary in managing the election.

## **4. Nominations**

4.1 Nominations will open and close in line with the timeline for this election detailed in Annex A. No nominations will be accepted after the nomination period ends.



- 4.2 Nomination forms will be available to download from the University Website together with details of how they can be submitted.
- 4.3 Each nomination must be signed by the Candidate and supported by two Proposers. There must also be a list of forty sponsors. Proposers and Sponsors must be registered students of the University at the time they complete the nomination form. In signing the nomination form, the Candidate and their Proposers will confirm that they understand and agree to abide by the Election Rules.
- 4.4 Nomination forms Nomination must be accompanied by: (i) a photo of the Candidate; (ii) a Manifesto Statement not exceeding 500 words in length, including any links to campaign websites/social media platforms; (iii) a short biography of the candidate for publicity purposes not exceeding 250 words in length; and (iv) the form of eligibility as a charity trustee (provided as part of the nomination form) signed by the Candidate. (In the current circumstances caused by the Covid Pandemic an electronic signature or completion of the form and an accompanying email from the candidate will suffice).
- 4.5 No student may propose or sponsor more than one candidate.
- 4.6 The two Proposers agree to be the main points of contact for all communications related to the Election. The Candidate and their proposers will be responsible for managing their election campaign and ensuring adherence to these Rules.
- 4.7 Nominations will be validated by the Nomination Court. Any nominations determined to be invalid or incomplete at or after the close of nominations will not be accepted. No exceptions or re-submissions will be permitted.
- 4.8 Any notice of appeal against the decisions of the Nomination Court must be lodged with the University Secretary within 24 hours of the close of the meeting of the Nomination Court.
- 4.9 Proposers or Seconders may remove their support of a Candidate at any time before the close of nominations by emailing [rectorialelection@glasgow.ac.uk](mailto:rectorialelection@glasgow.ac.uk) from their University email account.

- 4.10 The Candidate (subject to availability) and the two Proposers for each candidate must attend a nomination meeting with staff of the University as a condition of their nomination form being validated. These individuals may send a deputy where required. This meeting will enable the Proposers and Candidates to be briefed on the roles and responsibilities of the post of Rector, the election Rules and campaign conduct. This briefing will take place at the date and time detailed in Annex B
- 4.11 If, after the expiry of the nomination period, only one valid nomination shall have been received, such candidate shall be held to have been elected.
- 4.12 Candidates may withdraw their nominations by submitting notification in writing to the Nomination Court by emailing [rectorialelection@glasgow.ac.uk](mailto:rectorialelection@glasgow.ac.uk).

## **5. Campaigning**

- 5.1 Campaigning is regarded as any activity by a Candidate or campaign team member which is designed to encourage a member of the electorate to vote one way or another.
- 5.2 Candidates and their Proposers shall be responsible for their election campaign and the conduct of their campaign team members.
- 5.3 Candidates and their campaign teams are expected to run responsible campaigns which respect the rights of other candidates and others in the University and the local community.
- All campaign materials must be capable of easy removal and must not cause damage to the item to which they are attached. Materials must not be displayed in any teaching spaces or in administrative areas of the University, and must not be attached to handrails or railings.
  - Candidates may utilise social media platforms as part of their Campaign (e.g. Facebook, Twitter, Instagram, and Snapchat) and websites. Any costs associated with the use of such presences constitute election expenses and must be included in any claim of election expenses.

- Email must not be used for the purpose of campaigning.
- No candidate should ask to speak before or after lectures, seminars, tutorials, lab or other classes, or use teaching spaces as a vehicle for campaigning during lectures, seminars, tutorials, lab or other classes;
- Candidates and their campaign teams are responsible for attention to health and safety considerations. They must not place themselves or others in jeopardy;
- Candidates and their campaign teams must not break the law or bring the University into disrepute;
- Candidates must adhere to the University's values with respect to equality, diversity and inclusion as defined in the Dignity at Work and Study Policy and Procedure.
- Spoiling or removal of other campaigns' materials (such as posters) is not permitted by another campaign or team;
- Campaigning is prohibited on the days of the election inside University buildings and the Unions.
- All campaign materials (e.g. posters) must be taken down within 24 hours of the close of voting. If this is not done, they will be removed by Estates and charged as a campaign expense;
- No candidate may supply alcohol or illegal substances as a way of promoting their campaign.
- Nothing in these Rules prevents a member of University staff or external body from removing or prohibiting activity on campus during the course of the election.

5.5 The Registry will arrange for one email to be sent to all students containing a link to the Rectorial Election Website where Manifesto Statements will be placed.

5.6 The SRC will set the date for the Rectorial Election Hustings and the Registry will make arrangements for and oversee the conduct of the Rectorial Election Hustings. The Hustings will be chaired by the SRC President who will ensure these are operated fairly.

5.7 Campaigns may not use any SRC, QMU, GUU, GUSA or School mailing list or affiliated social media platforms to harvest email addresses, phone numbers, or any other data for campaign purposes.

5.8 University and SRC staff cannot support or endorse specific candidates or assist with campaigning.

## **6. Expenses**

6.1 Each campaign team is limited to spending £200 in connection with promoting their own campaign. This includes, but is not limited to, expenditure on items such as posters, leaflets, advertisements and websites. The University will reimburse permitted expenditure up to £200. Candidates may not personally supplement their campaign expenditure or obtain additional sponsorship.

6.2 The University will not refund any expenses relating to travel, legal costs, accommodation or subsistence of the campaign team or Candidate.

6.3 Evidence of all expenditure, in the form of original receipts and invoices must be submitted within five working days of the close of voting.

6.4 Where reimbursement of expenses is requested, a single payment of up to £200 will be made to one individual from each campaign team relating to all expenses. To make a claim for expenses, the individual will be asked to complete any necessary forms and provide full details, including receipts of each item they wish to claim for up to the limit outlined in 6.1. Payments will be made by bank transfer only. Full details on the claim process will be made available at the Nominations Meeting.

## **7. Election Conduct**

7.1 Campaigns for the position of Rector shall be positive in their nature and should be based on the merits of the candidate and their own qualifications and manifesto.

7.2 Information that is provided during the campaign should be factual and accurate.

7.3 Campaigns must not cause a nuisance to the University or, wider, local community or engage in any behaviour which may bring the University into disrepute.

7.4 Any breaches of these Rules will render offenders subject to the conduct procedures of the University.

7.5 Campaign teams cannot act as polling stations, or allow students to use their personal electronic devices for voting purposes.

## **8. Voting**

8.1 Voting will take place for this election in line with the timeline detailed in Annex B.

8.2 The voting will take place remotely on-line via the University computer network and further information about the process will be issued shortly before voting begins.

8.3 Each registered student of the University at the time of the election is eligible to vote, and in voting will be required to enter their registration number.

8.4 The election is undertaken using the single transferable voting method.

## **9. Announcement of Results**

9.1 After the close of the poll, the Returning Officer will initiate the count, following which, the result will be reported to a meeting of Senate to which not more than five representatives of each candidate will be admitted.

- 9.2 The result of the election will be announced as soon as possible after the close of voting. The result will be announced at a venue and time designated by the Returning Officer as outlined on the Website and detailed in Annex B.

## **10. Complaints and Appeals**

- 10.1 Any questions regarding these Rules can be raised in the first instance with Registry for clarification or further information by emailing [rectorialelection@glasgow.ac.uk](mailto:rectorialelection@glasgow.ac.uk)
- 10.2 Any concerns or allegations of infringement of election rules should be lodged by emailing the Returning Officer. Detailed information regarding of the complaint (including which Rule(s) are alleged to have been broken and details of who is alleged to have broken the rules) must be submitted together with all supporting evidence at the outset.
- 10.3 Complaints relating to any alleged breaches of these Election Rules must be submitted within 24 hours of the issue occurring or the complainant becoming first aware of the issue.
- 10.4 In any event, all complaints must be received within 24 hours following the official outcome of the election being declared.
- 10.5 The Returning Officer will have discretion as to how best to resolve such allegations and infringements including but not limited to:-
- referring actual or alleged minor infringements;
  - obtaining voluntary undertakings from infringing candidates and campaign teams about future conduct;
  - securing the voluntary removal of infringing materials;
  - securing voluntary apologies from candidates and campaign teams for campaign misconduct;
  - imposing sanctions on candidates and/or their campaign teams;

When applying sanctions or seeking other means of resolving issues the Returning Officer will act proportionately and fairly at all times.

10.6 If at any time the Returning Office determines that, as a consequence of some event or action (for example, tampering with votes, voters being unable to vote due to a voting system failure or material breaches of these Election Rules) the integrity and/or fairness of the election has been (or will be) seriously undermined and the veracity or fairness of the election result is in doubt, then the Returning Officer may annul the election.

10.7 Appeals against any decision of the Returning Officer will be considered by the University Secretary. Appeals against a decision of the Returning Officer will only be considered on grounds of procedure, competency or prejudice. Appeals must be submitted to the University Secretary within 24 hours of the decision being sent to the party appealing. All decisions of the University Secretary will be final and there is no further route of appeal.

## **The Rector**

## **Annex A**

The Rector of the University of Glasgow is elected by the matriculated students of the University and the main role of the Rector is to represent the interests of the University's students.

They are expected to attend meetings of Court (5 per year, in September, November, February, April and June) together with a one-day Strategy Day and two half-day briefings, to develop a close working relationship with the Students Representative Council, and to bring matters of student concern to the attention of the University's managers. Court is the University's governing body, responsible for overseeing the management of the University. It has 25 members, drawn from the University's students and staff, from its graduates and from the wider community.

In the words of the Universities (Scotland) Act 1858, the Rector is the 'ordinary president' of Court, the University's governing body. The Senior Lay Member of Court, or Convenor of Court has responsibility, in terms of the Higher Education Governance (Scotland) Act 2016, for the leadership and effectiveness of the governing body, and for ensuring that there is an appropriate balance of authority between the governing body and the principal of the institution.

Aside from meetings of Court, other University events to which the Rector is invited are:

Commemoration Day in June

Open Day in September

Freshers' Week in September (the Rector may wish to address new students)

The Court Dinner.

There are also numerous invitations from Colleges, Schools, groups, clubs and societies to attend functions and events, but in all aspects other than attending meetings of Court the Rector's participation is voluntary. Clerical support and office accommodation is provided on Gilmorehill campus for the Rector, as is an expenses budget to meet costs associated with University duties.

Further information on the role can be obtained from David Duncan, University Secretary and Chief Operating Officer, or [David.Duncan@glasgow.ac.uk](mailto:David.Duncan@glasgow.ac.uk)

*Notes on eligibility for nomination*

1. *The Universities (Scotland) Act 1966 states that no person holding an appointment in any of the older universities shall be eligible to be elected as Rector.*
2. *University of Glasgow Ordinance 186 states that no matriculated student of the University, nor any part-time student or individual matriculated for examination or graduation purposes only, is eligible to be nominated for election as Rector.*



**Election Timeline**

**Annex B**

Call for nominations opens	Friday 3 November 2023
Call for nominations closes	12pm Monday 22 January 2024
Nominations Court	4pm Monday 22 January 2024
Briefing meeting	6pm Tuesday 23 January 2024
Election hustings	6pm Wednesday 13 March 2024
Voting opens	9am Monday 25 March 2024
Voting closes	4pm Tuesday 26 March 2024
Results declared	6pm Tuesday 26 March 2024
New Rector to take up office	1 April 2024
Rector's term of office concludes	31 March 2027
Installation of the new Rector	Thursday 11 April 2024

All times listed are UK time.

**Dignity at Work and Study Policy and Procedure**

**Annex C**

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<b>Original Approved by</b>	<b>Date</b>	<b>Review Date</b>	<b>Responsible Department</b>
Court	June 2012	3 years (or earlier if there are significant legislative changes)	Equality and Diversity Unit

Version Control

<b>Version</b>	<b>Approved by</b>	<b>Date</b>	
4.0	EDSC	05/03/18	3 year review undertaken

Titles used in this policy may be subject to change. The titles are accurate at the time of approval.

Please feel free to use the information contained within this Policy by acknowledging the University of Glasgow and/ or the appropriate source.

## **Dignity at Work and Study Policy and Procedure**

### **1. Introduction and statement of intent**

The University of Glasgow's vision is to be a world-class, world-changing university. The University recognises that productive employees and students are vital to achieve this. Our values represent the shared motivations and beliefs which bring our community together, these values are passionate, professional and progressive. Defining our professional value, the University states:

Embracing diversity and difference and treating colleagues, students, visitors and others with respect.

This value emphasises to our community everyone should be treated with dignity and respect within their working and learning environment and that harassment or bullying in any form will not be tolerated by the University.

### **2. Scope**

The behaviours in this Policy cover all members of the University community, including:

- All members of staff holding a contract of employment, and staff from other institutions on placement at, or visiting the University
- All students, including visiting and placement students
- Visitors, including external persons using the University's premises
- Contractors working at the University
- Individuals working or acting on the University's behalf, including suppliers of goods and services

- Employees working within the Students' Representative Council and student unions.

The procedures<sup>1</sup> relating to this Policy cover;

- All members of staff holding a contract of employment, and staff from other institutions on placement at, or visiting the University
- All students, including visiting and placement students, online and distance learners
- Contractors working at the University (Appendix D only)

### **3. Policy**

The University of Glasgow is committed to fostering a working, learning and research environment where mutual respect and dignity is experienced by and between employees and students.

The University aims to promote a culture where we embrace diversity and difference; harassment and bullying are known to be unacceptable; allegations are dealt with in fair and timely fashion, without fear of victimisation.

The University recognises harassment is unlawful as outlined in the Equality Act 2010.

Harassment and bullying can have a serious detrimental effect on the health, confidence, morale and performance of those affected by it, and on the working, learning and living environment.

#### **3.1 University responsibility**

The University will ensure that:

- Staff, students, visitors and external contractors/suppliers are treated fairly irrespective of any protected characteristics as outlined in the Equality Act 2010 (see [Appendix A](#)).
- Incidents of harassment or bullying are taken seriously and dealt with promptly.
- University employees or students who report harassment or bullying are not victimised.

- It will act promptly when allegations of harassment by external parties are reported by employees or students (see [Appendix D](#)), in relation to the working or studying environment, and where reasonable.
- Employees and students are made aware of this equality policy through the University's web pages, publications and general training, where appropriate.
- Malicious, vexatious or spurious allegations will be dealt with in the appropriate manner.<sup>2</sup>

### **3.2 Individual responsibility**

University employees, students, contractors and visitors will ensure that they:

- Treat others with dignity and respect.
- Participate in training to support the implementation of the Policy where appropriate.
- Challenge harassing or bullying behaviour as and when appropriate.

## **4. Definition of harassment and bullying**

Bullying and harassment are defined by the Advisory, Conciliation and Arbitration Service (ACAS) as the following:

- Bullying is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.
- Harassment is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Examples of what may constitute harassment and bullying are provided in Section 4.1 and [Appendix B](#). These are not exhaustive lists, but provide examples of what is considered to be harassing or bullying behaviour. It should be noted that claiming something was 'banter' is not an excuse for bullying or harassing behaviour.

For practical purposes those raising a concern usually define what they mean by bullying or harassment – something has happened to them that is unwelcome, unwarranted and causes a detrimental effect. However, behaviour that is considered bullying by one person may be

considered firm management by another.<sup>3</sup> Therefore the test of reasonableness must also be applied, i.e. a reasonable person in possession of the same information would regard it as harassment.

#### **4.1 Code of Practice on Unacceptable Behaviour**

The [Code of Practice on Unacceptable Behaviour](#) is detailed in the University Calendar, with an associated procedure, however the cross over with the Dignity at Work and Study Policy is vital. Therefore, examples from the Code of what the University considers to be unacceptable behaviour are shown below.

##### Aggressive/Abusive Behaviour (Section 37.3.2 of University Calendar)

Any behaviour or language (spoken or written) which causes staff or students to feel unduly concerned, afraid, threatened or abused is not acceptable. Aggressive/abusive behaviour might include any of the following:

- demeaning, abusive, indecent or offensive language or comments (including those in writing)
- unwelcome sexual advances – stalking, touching, standing too close, display of offensive materials, asking for sexual favours/coercion
- threatening behaviour or language, or actual threats, including in relation to job security, promotion or continuation
- written, verbal or physical harassment
- comments that discriminate on the basis of sex, sexual orientation, race and ethnicity, age, disability, religion and belief or other irrelevant distinction
- unsubstantiated allegations
- use of aggressive or inappropriate gestures.

##### Disruptive Behaviour (Section 37.3.4 of University Calendar)

Behaviour which disrupts or interferes with any academic, administrative, sporting, social or other University activity is not acceptable. This may include:

- persistently interrupting others
- behaviour which distracts others from the main activity, or disrupts the good order of the event
- engaging in antisocial behaviour.

This list is not exhaustive and other examples of what may constitute harassment and bullying are provided in [Appendix B](#).

## 5. Procedures

The University encourages individuals to solve issues informally as this is often the quickest and most effective method of dealing with harassment or bullying: the University has support measures in place to reflect this. The informal procedure for students and employees are very similar and are outlined below.

If you are a student and your allegation relates to an employee of the University or another University student, follow the procedures for **Students**.

If you are an employee and your allegation relates to a University student, follow the procedures for **Students**.

### 5.1 Informal procedure for Students

If a student thinks they are being subjected to harassment or bullying in any form, they may wish to consider the following course of action:

- If possible, the student should tell the alleged harasser that they perceive their behaviour as harassment, and that they would like them to alter this behaviour. This can be done in person, or by letter/email. It is helpful if the student has specific examples, or evidence of the unwanted behaviour, and can say why this has made them feel uncomfortable. A record of the discussion, and copies of any correspondence, should be kept by both parties in the event that follow-up action becomes necessary.
- If the student finds this too difficult they may ask for support to in writing to, or accompanying them to a meeting with, the alleged harasser. This support may be provided by the Respect Advisers Network (see [Appendix C](#)), the student's Adviser of Studies, the [SRC Advice Centre](#), or Head of Subject or School.
- If the outcome of this initial informal action fails to produce a resolution, then the student should proceed to one of the formal procedures set out at Section 5.2.

### 5.2 Formal procedures available to Students

A formal procedure should be followed where a matter remains unresolved through the informal approach; if the problem continues after an agreed resolution; if the matter is of a



more serious nature, which would not be appropriate to be dealt with by informal means, through Human Resources or Senate Office. Procedures are in place to allow incidents of bullying or harassment to be investigated fairly and transparently.

For students the following procedures are available:

- a. University [Complaints Procedure](#): a student can raise an allegation of harassment or bullying by a member of staff under this procedure. If a complaint of harassment by a member of staff of this University towards a student is upheld, a report will be made to the relevant Head of School/Service or Director of Research Institute via Human Resources for consideration under the [Disciplinary Procedure](#).

The Complaints Procedure states that a complaint must be made within 6 months from the date of the most recent incident, but clearly it is desirable to address matters promptly.

- b. [Code of Practice on Unacceptable Behaviour](#) (Section 37 of [University Calendar](#)) and [Code of Student Conduct](#) (Section 33 of [University Calendar](#)): an allegation made by a student or a member of staff concerning harassment by a student should be referred to the Senior Senate Assessor for Student Conduct. The Senior Senate Assessor will determine whether the allegation should be addressed with reference to the Code of Practice on Unacceptable Behaviour or in accordance with the procedures set out in the Code of Student Conduct.

### **5.3 Informal procedure for Employees**

The University encourages individuals to solve issues informally as this is often the quickest and most effective method of dealing with harassment or bullying. If an employee thinks they are being subjected to harassment or bullying in any form, they may wish to consider the following course of action:

- If possible, the employee should make it clear to the alleged harasser that they perceive their behaviour as harassment, and they would like them to alter this behaviour. This can be done in person, or by letter/email. It is helpful if the employee has specific examples, or evidence of the unwanted behaviour, and can say why this

has made them feel uncomfortable. A record of the discussion, and copies of any correspondence, should be kept by both parties in the event that follow-up action becomes necessary.

- If the employee finds this too difficult they may ask for support in writing to, or accompanying them to a meeting with, the alleged harasser. This support may be provided by the Respect Advisers Network (see [Appendix C](#)), their line manager/supervisor, a colleague, trade union representative.

#### **5.4 Formal procedure for Employees**

If the outcome of this initial informal action fails to produce a resolution; if the problem continues after an agreed resolution; or if the matter is of a more serious nature that would not be appropriate to be dealt with by informal means, then the employee may proceed to the Formal Procedure, which is the [Grievance Procedure](#).

Where a grievance has already been considered informally (as outlined in Section 5.3 of this Dignity at Work and Study Policy), and the employee believes it has not been resolved, a formal grievance should be raised within 10 working days of the outcome of the informal stage.

Where, on the face of it, there appears to be evidence at the informal stage of potentially serious harassment or bullying this may proceed directly to the [Disciplinary Procedure](#) for appropriate investigation.

## **6. Confidentiality**

It is important that any claims of bullying and harassment are treated seriously and confidentially.

Appropriate confidentiality will be observed for both complainant and alleged harasser. Confidentiality in this context relates to the details of the case and investigation. Only those who are required to know details of the case will have access to information including the complainant and the alleged harasser.

There may however be circumstances where there is a legal obligation to share information with another party. For example, where a line manager or Respect Adviser learns about something which could seriously affect the wellbeing of an individual or group, they have a duty of care to advise a Head of HR/HR Adviser/Adviser of Studies or Head of School/ Research Institute/Service even though it may be against the wishes of the student/employee. Except in these exceptional circumstances confidentiality will be maintained where at all possible.

## **7. Monitoring of this policy**

The Equality and Diversity Strategy Committee (EDSC) will monitor the implementation and revision of this Policy, in consultation with Trades Unions and the SRC.

The University will collect anonymised statistical information on complaints made by students and employees including:

- Informal monitoring of the policy by the Respect Advisers Network.
- Formal monitoring of complaints handled under the Complaints Procedure, the Code of Practice on Unacceptable Behaviour and the Code of Student Conduct by the Senate Office.
- Formal monitoring of employees grievances by Human Resources.

## **8. Relevance to other Policies**

### **8.1 Student Policies**

- [Complaints Procedure](#)
- [Code of Student Conduct](#) (Section 33) of [University Calendar](#)
- [Code of Practice on Unacceptable Behaviour](#) (Section 37) of [University Calendar](#)
- [Personal Relationship Policy](#)

### **8.2 Employee Policies/Procedures**

- [Grievance Procedure](#)
- [Disciplinary Procedure](#)
- [Personal Relationship Policy](#)
- [Policy for Managing Stress in the Workplace](#)

- [Guidance for employees who have been accused of harassment or bullying](#)
- [Code of Practice on Unacceptable Behaviour](#) (Section 37) of [University Calendar](#)
- [Social Media Policy \(link to be included once agreed\)](#)

## 9. Useful contacts

### Respect Advisers Network

[www.gla.ac.uk/services/humanresources/equalitydiversity/policy/dignityatwork/ran/](http://www.gla.ac.uk/services/humanresources/equalitydiversity/policy/dignityatwork/ran/)

### Equality and Diversity Unit

(main office is not on main campus – meetings can be arrange by appointment)

6<sup>th</sup> Floor, Tay House

Glasgow G12 8QQ

Tel: 0141 330 1887

Email: [equality@glasgow.ac.uk](mailto:equality@glasgow.ac.uk)

[www.gla.ac.uk/services/equalitydiversity/](http://www.gla.ac.uk/services/equalitydiversity/)

### 9.1 For Students

#### The Students' Representative Council – Advice Centre

McIntyre Building

University Avenue

Glasgow G12 8QQ

Tel: 0141 330 5360

Email: [advice@src.gla.ac.uk](mailto:advice@src.gla.ac.uk)

[www.glasgowstudent.net/advice/](http://www.glasgowstudent.net/advice/)

### **Counselling and Psychological Services**

67 Southpark Avenue

Glasgow G12 8LE

Tel: 0141 330 4528

Email: [studentcounselling@glasgow.ac.uk](mailto:studentcounselling@glasgow.ac.uk)

[www.gla.ac.uk/services/counselling/](http://www.gla.ac.uk/services/counselling/)

### **Senate Office**

Level 6, South Front

Gilbert Scott Building

Glasgow G12 8QQ

Tel: 0141 330 6063

[www.gla.ac.uk/services/senateoffice/](http://www.gla.ac.uk/services/senateoffice/)

## **9.2 For Employees**

### **Human Resources Department**

(main office is not on main campus – meetings can be arrange by appointment)

Human Resources (Tay House)

University of Glasgow

Glasgow G12 8QQ

Tel: 0141 330 3898

Email: [humanresources@glasgow.ac.uk](mailto:humanresources@glasgow.ac.uk)

[www.gla.ac.uk/services/humanresources/](http://www.gla.ac.uk/services/humanresources/)

### **PAM Assist**

PAM Assist is an external and independent counselling service for employees of the University.

Tel: 0800 882 4102

### **Occupational Health Unit**

63 Oakfield Avenue,

Glasgow G12 8LP

Tel: 0141 330 7171

Email: [ohu@admin.gla.ac.uk](mailto:ohu@admin.gla.ac.uk)

[www.gla.ac.uk/services/occupationalhealthunit/](http://www.gla.ac.uk/services/occupationalhealthunit/)

**University and College Union – Glasgow**

UCUG Office

68 Oakfield Avenue

University of Glasgow

Glasgow, G12 8QQ

Tel & Fax: 0141 330 5375

Email: [ucug@gla.ac.uk](mailto:ucug@gla.ac.uk)

[www.gla.ac.uk/services/organisations/ucug](http://www.gla.ac.uk/services/organisations/ucug)

**Unison – University of Glasgow**

Unison Office

University of Glasgow

68 Oakfield Avenue

Glasgow G12 8QD

Tel & Fax: 0141 330 5570

Email: [guunison@udcf.gla.ac.uk](mailto:guunison@udcf.gla.ac.uk)

**GMB Union – University of Glasgow**

Jim Steele

GMB Convener - University of Glasgow

Email: [gmbg@glasgow.ac.uk](mailto:gmbg@glasgow.ac.uk)

Telephone: 0141 330 6568

Mobile: 07713465037

**Unite the Union – Glasgow University Group**

Email: [Unite@glasgow.ac.uk](mailto:Unite@glasgow.ac.uk)

## **10. Appendices**

### **Appendix A: The Equality Act 2010**

The Act introduced protected characteristics for which discrimination is unlawful. The protected characteristics under the Act are:

- age

- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (ethnic origin, nationality and race)
- religion or belief (including lack of belief)
- sex
- sexual orientation

The legislation applies to both staff and students, before, during and after the relationship with the higher education institution (HEI).

The legislation covers employment, education, the provision of goods, facilities and services, the management of premises and the exercise of public functions.

The Act places general and specific duties on public authorities.

Under the general duty<sup>4</sup>, public authorities are required to:

- promote equality of opportunity
- foster good relations between diverse groups
- eliminate discrimination, harassment and victimisation

The specific duties for Scotland came into force on 27 May 2012.

For more information on the specific duties for Scotland see

[www.equalityhumanrights.com/en/commission-scotland/public-sector-equality-duty-scotland](http://www.equalityhumanrights.com/en/commission-scotland/public-sector-equality-duty-scotland)**Appendix B: Definitions of bullying and harassment and types of discrimination**

Bullying and harassment are defined by ACAS as the following:

- **Bullying** is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

- **Harassment** is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Examples of harassing or bullying behaviour could include:

- spreading malicious rumours, or insulting someone (particularly on the grounds of age, race, sex, disability, gender identity, sexual orientation and religion or belief)
- unwelcome sexual advances – stalking, touching, standing too close, display of offensive materials, asking for sexual favours/coercion
- copying information which is critical about someone to others who do not need to know
- racist jokes and ridiculing relating to cultural differences
- ridiculing or demeaning someone – picking on them or setting them up to fail
- abuse or harassment relating to an individual's disability, sexual orientation (e.g. homophobia/biphobia) or relating to gender reassignment/identity (e.g. transphobia), which under recent legislation changes are now considered hate crimes.
- email, text or online abuse
- exclusion or victimisation
- inciting others to harass
- overbearing supervision or other misuse of power or position
- making threats or comments about job security without foundation
- deliberately undermining a competent employee/student by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion/progression or training opportunities
- violence
- shouting and sarcasm
- constant destructive criticism
- ignoring, patronising and ostracising
- setting a person up for failure with impossible workloads and deadlines.

Bullying or harassment do not need to take place face to face, but can happen within written correspondence, on the telephone and through visual images.



## Types of discrimination

Since the implementation of the Equality Act 2010, the types of discrimination have been extended from direct, indirect, harassment and victimisation to also include associative and perceived discrimination. Definitions are supplied below:

- **Direct discrimination** - Direct discrimination occurs where someone is treated less favourably directly because of:
  - a protected characteristic they possess – this is ordinary direct discrimination; and/or
  - a protected characteristic of someone they are associated with, such as a friend, family member or colleague – this is direct discrimination by association (see below); and/or
  - a protected characteristic they are thought to have, regardless of whether this perception by others is actually correct or not – this is direct discrimination by perception (see below).

Direct discrimination in all its forms could involve a decision not to employ someone, to dismiss them, withhold promotion or training, offer poorer terms and conditions or deny contractual benefits because of a protected characteristic.

- **Indirect discrimination** - This type of discrimination is usually less obvious than direct discrimination and can often be unintended. In law, it is where a provision, criterion or practice is applied equally to a group of employees/job applicants, but has (or will have) the effect of putting those who share a certain protected characteristic at a particular disadvantage when compared to others without the characteristic in the group, and the employer is unable to justify it.
- **Harassment** is defined as ‘unwanted conduct’ and must be related to a relevant protected characteristic or be ‘of a sexual nature’. It must also have the purpose or effect of violating a person’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.
- **Victimisation** is when an employee suffers what the law terms a ‘detriment’ - something that causes disadvantage, damage, harm or loss - because of:
  - making an allegation of discrimination, and/or
  - supporting a complaint of discrimination, and/or

- giving evidence relating to a complaint about discrimination, and/or
- raising a grievance concerning equality or discrimination, and/or
- doing anything else for the purposes of (or in connection with) the Equality Act 2010

Victimisation may also occur because an employee is suspected of doing one or more of these things.

- **Associative discrimination** – This is direct discrimination and happens where someone is treated less favourably because they associate with another person who possesses a protected characteristic.
- **Perceived discrimination** – This is direct discrimination and happens where someone is treated less favourably because they are perceived to have a particular protected characteristic. So it still applies even if that person does not have the protected characteristic.

### **Appendix C - Respect Adviser Network**

The University has a volunteer network of employees who support staff and students who think they may be experiencing bullying or harassment.

The contact details for the Respect Adviser Network (RAN) is available here

- [www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/policy/dignityatwork/ran/](http://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/policy/dignityatwork/ran/)

The University has a duty of care for students, staff and visitors and is committed to maintaining a professional working, learning and social environment that is free from any form of bullying and harassment. Respect Advisers play a vital role in promoting this environment by being a useful support contact person for staff and students who have an issue with bullying or harassment.

Respect Advisers are provided with training which covers the law in relation to discrimination, harassment and bullying, the University's Dignity at Work and Study Policy and their role.

The University recognises and appreciates the value of the contribution of this role and reasonable time off normal duties to fulfil this function will be given.

The role is voluntary and there is no remuneration for these duties, however it is expected the role will be recognised within the Adviser's Performance and Development Review.

**Purpose of the role is**

- To raise awareness of the University's Dignity at Work and Study Policy.
- To provide a confidential, as appropriate, listening service for staff and students who think they may be being bullied or harassed.
- To facilitate informal resolution in cases of harassment in line with the University's Dignity at Work and Study Policy.
- To advise on the role of Respect Adviser and provide guidance, assistance and advice on the courses of action available.
- To identify, and refer, serious allegations to the appropriate University authority.

**Purpose of the role is NOT**

- To undertake any investigations or decide on the validity of a complaint.
- To decide whether the behaviour / conduct of an individual(s) constitutes harassment.
- To take action against an alleged harasser.
- To represent or accompany individuals who choose to follow a formal procedure.
- To provide counselling.

**Appendix D**

**Procedure for Complaints relating to external providers**

**1. Introduction**

1. This procedure is intended to outline the process dealing with harassment or bullying complaints concerning contractors and suppliers.

2. The University is committed to eliminating all forms of direct, indirect, associated or perceived forms of harassments, discrimination, and victimisation of employees and students, as outlined in the Equality Act 2010.
3. The University, as part of its daily business, conducts campus infrastructure development and maintains regular contact with contractors and suppliers. Many have tendered for work and through this process are advised of information on the University Policies and Regulations, including those related equality and diversity.
4. The University has developed a specific Dignity at Work and Study Policy for students and employees. A network of volunteer Respect Advisers operates on the campus to support students and employees alleging bullying and harassment.
5. The University expects that contractors and suppliers will behave with dignity and respect towards students and staff. However, where allegations of bullying, harassment or discriminatory remarks are made, the University has a duty to investigate the allegation.

## **2. Responsibility**

Students, employees, contractors and suppliers should demonstrate respect for all parties in their dealings.

Students, employees, contractors and suppliers should take responsibility for their own actions and decisions.

## **3. Lodging complaint**

Complaints will be handled in accordance with the University's Complaints Procedure. It is therefore important that the complainant seeks to note the time and place of the alleged incident, and if possible note the name of the contractor. Please note for the purposes of this procedure the Students' Representative Council and student unions are not considered contractors and are independent from the University.

## **4. Dealing with complaint(s)**

1. The University will inform the appropriate contractor and/ or supplier about the complaint received.
2. The University will investigate the matter in accordance with the Complaints Procedure (see Section 5).

3. The complainant and the alleged harasser will receive a decision in writing from the University as soon as the investigation is complete.
4. Where a serious incident takes place (for example physical assault) then the matter may be referred to the police, after seeking advice from the University Security Service. The University may invoke its right to suspend work until the contractor and/ or supplier can provide evidence that possible precautionary actions have taken place to prevent harm and violation to the University community (staff and students).

## **5. Procedure**

1. The University will take action which may:
  - require an investigation
  - resolve the matter without the need for investigation
  - require urgent action being taken before any investigation is conducted.
2. The individual should be prepared to provide the following information:
  - a description of what happened
  - the date and place of the occurrence
  - the people involved
  - relevant documents (notes, signs, letters) or names of witnesses.
3. Possible outcomes include the decision to:
  - take no further action, because the complaint is not founded, or there is insufficient evidence
  - uphold the complaint and inform the contractor and/ or supplier about the outcome

- work with the contractor and/ or supplier to remove the offending worker(s)
- ensure that the contractor and/ or supplier provides evidence of appropriate training and policy put in place as a result, to prevent repeat of such behaviour
- invoke the University's formal disciplinary procedure against the complainant if the complaint is found to be vexatious or malicious
- terminate the contract where gross misconduct/ negligence is proven.



## RECTORIAL ELECTION 2024

### NOMINATION PROCESS

1. Select your chosen candidate and approach them to confirm they are willing to be nominated for Rector. You should make sure they read the information on the Website insert on the role and encourage them to ask questions on the Rector's responsibilities. If they are content to be nominated, your candidate will need to read, sign and return section 1 of the nomination pack: "Candidate Confirmation Form" to you.
2. Complete section 2 of the nomination pack ("Nomination Form") with another student willing to take an active role in the Campaign process. Make sure that you both read the Election Rules (on the Website) and only sign the form if you are happy to follow them.
3. Get 40 registered students to confirm they are content to support the nomination of your candidate. Enter their details on the Sponsors List at section 3 of the nomination pack.
4. Collect the following information from your candidate, which will be used by the University to verify their intention to stand as Rector and publicise their candidacy:
  - One high resolution photograph of the candidate, free from copyright restrictions;
  - Contact details of the candidate – a telephone number; email address; and postal address (all of which will be kept confidential);
  - A short biography of the candidate's work history, limited to 250 words; and
  - A manifesto statement including any links to campaign websites/social media, limited to 500 words.
5. Submit your completed Nomination Pack to Craig Thomson-Gold, Registry, Level 2, the Fraser Building, by 12pm on Monday 22 January 2024.
6. Email the information requested at point 4 above to [rectorialelection@glasgow.ac.uk](mailto:rectorialelection@glasgow.ac.uk). This needs to be submitted before your nomination can be validated and must be received before the nomination deadline of 12pm on Monday 22 January 2024.
7. You will receive an email confirming whether your nomination has been successfully validated by 6pm on Monday 22 January 2024.
8. When your nomination pack and email have been received, you will be invited to attend the compulsory Nomination Meeting. This will take place on Tuesday 23 January at 6pm. The two Proposers must attend this meeting and the Candidate is also strongly encouraged to attend. The meeting will confirm the responsibilities of the role of Rector; outline the campaign process; provide an overview of the Rules; and provide a chance for questions to be answered.



### 1 - Candidate Confirmation Form

Candidates for the role of Rector must read and acknowledge the following information before accepting the nomination:

1. Candidates must review the information held on the University Website in relation to the role of the Rector.
2. The Rector is a member of the University Court. Members of Court are formally Trustees of the University as a charity. By accepting nomination as a potential candidate, you are also confirming that, under the Charities and Trustee Investment (Scotland) Act 2005, you are not disqualified from serving as a Trustee. The Act states that you are disqualified from serving if you are:
  - i. someone with an unspent conviction for dishonesty/an offence under the Act; or
  - ii. an undischarged bankrupt; or
  - iii. someone who has been removed under either Scottish or English Law or the courts from being a charity trustee; or
  - iv. a person disqualified from being a company director.
3. You agree to observe the University's policies and procedures and agree to adhere to the University's values with respect to equality, diversity and inclusion as defined in the Dignity at Work and Study Policy and Procedure .
4. You agree to adhere to the Scottish Code of Good Higher Education Governance and the Code of Conduct for members of Court. The Court endorses the Nine principles of public life in Scotland, as set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000. The Nine principles are:
  - i. Selflessness
  - ii. Integrity
  - iii. Objectivity
  - iv. Accountability
  - v. Openness
  - vi. Honesty
  - vii. Leadership
  - viii. Public Service
  - ix. Respect

Further details can be found at <https://www.gla.ac.uk/myglasgow/students/uofgrector/>

<b>Candidate Name</b>	
<b>Signature</b>	
<b>Date</b>	





### 2 – Candidate Nomination Form

We, as registered students of the University of Glasgow for the academic year 2023/24, propose for election as Rector:

**NAME OF CANDIDATE** .....

#### STUDENT PROPOSERS

	FULL NAME	STUDENT NUMBER	Date of Birth
1			
2			

We hereby agree to:

- Act as the main point of contact for all communications related to the election;
- Be responsible for running the election campaign;
- Ensure adherence to the Rules<sup>1</sup> of the election;
- Attend all meetings and events that are required in the Rules

**SIGNED** .....

**SIGNED** .....

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<sup>1</sup> The Rectorial Election Rules are available on the Rectorial Election Website (the Rules).



### 3 – Sponsors Form

We, being registered students at the University of Glasgow for the 2023/24 academic year, hereby nominate the below named individual for the office of Rector at the University of Glasgow:

**NAME OF CANDIDATE** .....

**You are strongly advised to obtain more than 40 sponsors to reduce the possibility of ineligible sponsors rendering the nomination void. A sponsor can only nominate one individual for candidacy as Rector.**

	Full Name (Block Capitals)	Student Number	Date of Birth
1			
2			
3			
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10			
11			
12			
13			
14			
15			



NAME OF CANDIDATE .....

	Full Name (Block Capitals)	Student Number	Date of Birth
16			
17			
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35			
36			



NAME OF CANDIDATE .....

	Full Name (Block Capitals)	Student Number	Date of Birth
37			
38			
39			
40			
<b>You are strongly advised to obtain more than 40 sponsors to reduce the possibility of ineligible sponsors rendering the nomination void. A sponsor can only nominate one individual for candidacy as Rector.</b>			
41			
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**Court Context Card 27 September 2023 - REPORT FROM Finance Committee**

<b>Speaker</b>	<b>Gavin Stewart</b>		
<b>Speaker role</b>	Finance Committee Convenor		
<b>Paper Description</b>	Finance Committee Report to Court		
<b>Topic last discussed at Court</b>	Jun-23		
<b>Topic discussed at Committee</b>	Sep-23		
<b>Court members present</b>	Court members present at last meeting: J Loukes, E Passey, S Hoggan, G Stewart, R Vare, S Armstrong, S Kennedy, E Orchardor		
<b>Cost of proposed plan</b>			
<b>Major benefit of proposed plan</b>			
<b>Revenue from proposed plan</b>			
<b>Urgency</b>	High		
<b>Timing</b>	Immediate		
<b>Red-Amber-Green Rating</b>	Green		
<b>Paper Type</b>	For information and discussion		
<b>Paper Summary</b>	<p>The Committee reviewed the Self-evaluation feedback, Annual agenda plan and ToR. The Committee approved the remit following minor amendments which is attached as <b>Annex 1</b>.</p> <p>The Committee received an update from GC on the long-term cash flow which had been updated for 22/23 year end result and also due to an expected downside on 23/24 international student numbers. The Committee approved the scenarios which would be prepared for further discussion in January 2024, noting the importance of this being ready prior to further requests for material capital investment.</p> <p>The Committee approved: the investment request for £4.6m for the International Strategy; the investment request for £3.5m for the Centre for Data Science and AI; the investment request for £6.4m for Glasgow Changing Future (noting that these three were within the original budget); the investment request for £7.25m for the design costs for Church Street and Lilybank Gardens student residences and Plot J Innovation (noting this was additional to budget, being primarily a bringing forward of spend that would be incurred if the full SPID project was approved); and the TRAC plan for 2022/23.</p> <p>The Committee noted and welcomed the paper on benefit realisation which outlined the progress that had been made across benefits management and agreed to review this on an annual basis.</p> <p>The Committee approved the adequacy and scope of the Insurance cover noting points on property limits and cyber.</p>		
<b>Topics to be discussed</b>	As Court wishes		
<b>Action from Court</b>	<p><b>the approval of the Committee's TOR for 2023/24</b></p> <p>other items for noting</p>		
<b>Recommendation to Court</b>	Finance Committee <b>RECOMMENDS</b> the approval of the ToR for 2023/24		
<b>Relevant Strategic Plan workstream</b>	Agility, Focus		
<b>Most relevant Primary KPI it will help the university to achieve</b>	Cash generation		
<b>Most relevant Secondary KPI it will help the university to achieve</b>			
<b>Risk register - university level</b>	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022		
<b>Demographics</b>			
<b>% of University</b>	<p>100% students</p> <p>100% staff</p>		
<b>Operating stats</b>			
<b>% of</b>	<p>100% revenues</p> <p>100% costs</p> <p>100% profits</p> <p>100% real estate</p> <p>100% total assets</p> <p>100% total liabilities</p>		
<b>Campus</b>	All		
<b>External bodies</b>	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners		
<b>Conflict areas</b>			
<b>Other universities that have done something similar</b>			
<b>Other universities that will do something similar</b>			
<b>Relevant Legislation</b>			
<b>Equality Impact Assessment</b>			
<b>Suggested next steps</b>			
<b>Any other observations</b>			

## University of Glasgow

### Finance Committee

#### Minute of Meeting held on Wednesday 13 September 2023

##### **Present:**

Gavin Stewart (GS (Chair)), Gregor Caldwell (GC), Prof Simon Kennedy (SK), Jonathan Loukes (JL), Arleen McGichen (AMc), Prof Anton Muscatelli (AM) Elspeth Orcharton (EO), Elizabeth Passey (EP), David Thompson (DT)

##### **In attendance:**

Prof Frank Coton (FC), Dr David Duncan, Angus Ross (AR), Amber Higgins (Clerk), Stuart Hoggan (SH), Professor Sarah Armstrong (SA), Rachel Sandison (RS), Professor Chris Pearce (CP), Adrian Griffiths (AG), Nicola Cameron (NC)

##### **Apologies:**

Prof Dan Haydon, Hailie Pentleton-Owens

The Chair welcomed .

##### **FC/2023/01. Summary of main points**

- The Committee reviewed the Self-evaluation feedback, Annual agenda plan and ToR. The Committee approved the remit following minor amendments.
- The Committee received an update from GC on the long-term cash flow which had been updated for 22/23 year end result and also due to an expected downside on 23/24 international student numbers. The Committee approved the scenarios which would be prepared for further discussion in January 2024, noting the importance of this being ready prior to further requests for material capital investment.
- The Committee approved: the investment request for £4.6m for the International Strategy; the investment request for £3.5m for the Centre for Data Science and AI; the investment request for £6.4m for Glasgow Changing Future (noting that these three were within the original budget); the investment request for £7.25m for the design costs for Church Street and Lilybank Gardens student residences and Plot J Innovation (noting this was additional to budget, being primarily a bringing forward of spend that would be incurred if the full SPID project was approved); and the TRAC plan for 2022/23.
- The Committee noted and welcomed the paper on benefit realisation which outlined the progress that had been made across benefits management and agreed to review this on an annual basis.
- The Committee approved the adequacy and scope of the Insurance cover noting points on property limits and cyber.

##### **FC/2023/02. Declarations of interest**

There was the following declaration 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. Arleen McGichen as Group Chief Internal Auditor for Royal London, as an ongoing declaration.

### **FC/2023/03. Minutes of the meeting held on Wednesday 31 May 2023**

The minutes of the 31 May meeting were approved.

### **FC/2023/04. Matters Arising**

No substantial matters were raised.

### **FC/2023/05. Finance Committee Annual Review**

#### *FC/2023/05.1 Self Evaluation*

GS briefly outlined the feedback from the Self-Evaluation and it was agreed that a number of actions would be taken forward by GS and GC. The Committee noted that an outline of the actions would be reported back to the next meeting.

#### *FC/2023/05.2 Finance Committee ToR*

The Committee noted that the remit would be amended to include a more explicit statement on the committee assessing financial risks.

The Committee approved the remit following minor amendments.

#### *FC/2023/05.3 Finance Committee Agenda Plan*

The Committee noted the Agenda Plan for 2023/24.

### **FC/2023/06. Student Recruitment and Cash flow**

GC reported that the long-term cash flow had been updated for 22//23 year end result and also due to an expected downside on 23/24 international student numbers. The Committee noted that the downside had been offset for this year by a number of factors including known savings and previous underspends and proposed savings.

These included the following:

- 22/23 upside of £27m related to underspends in equipment, upside in working capital movement and VAT recoveries from the campus redevelopment. £10m of the upside was restricted cash related to VAT recoveries which are restricted for 10 years as repayment may be required in the event of a change of use.
- 2023/24 Tuition fee income reduced by £41m, this was based on a shortfall of 1,500 international students at an average fee of £27k and would be firmed up as the courses affected by the downside become clearer.
- Accommodation - £4m included as a risk although work continues to maximise occupancy even with lower total student numbers.
- USS – this reflected an assumed 7.1% saving from April 2024 in line with the valuation, £4m in 23/24 then £11m each year over the budget period. (Longer term cashflows assume the rate returns to the current level thereafter).
- Bank Interest £8m 23/24 only, based on 4% interest rate compared to 2.5% in budget from investing in higher interest rate accounts.
- Savings in colleges totalling £16m. This included delays to staff investment, student related costs, consumables savings and release of unspent surplus roll forward.

During the discussion it was noted that although further investigation was required into the reasons for the lower-than-expected 2023/24 student numbers it was noted that it looked to be a University issue rather than a sector wide downturn, based on feedback from others. FC reported that, partly in response to the commitment to not increase total numbers, there had been a change in methodology for recruiting of PGT students and at present it looked like this had led to an over cautious approach to the offers made. GC reported that the College's had been involved with the discussions in relation to the savings required and that although staff investment would be reduced there would still be investment over the year.

Given the uncertainty around international demand and the decision due on Keystone next year a series of downside scenarios were being prepared to model and tension impact on operations and investment plans. The intention was that these scenarios were prepared and reviewed as part of the January workshop.

The Committee approved the scenarios and noted it was important that the University did not overreact at this stage. It was also noted that the scenarios were based on planned growth in student numbers as previously agreed by Court and the Committee.

The Committee also noted that it would be important to have these scenarios, as well as further analysis of the reasons for the shortfall in student recruitment and the steps that could be taken to reverse this, prior to the Committee or Court being asked to approve any material further capital spend. This is particularly relevant to the Keystone project.

## **FC/2023/07. Investments Applications**

### *FC/2023/07.1 Internationalisation*

RS briefly outlined the investment request for £4.6m for the international strategy. The investment case focused on expanding or building resource in areas that would directly contribute to the successful delivery of Global Glasgow's KPIs, specifically in the areas of student recruitment, partnership development, student experience and reputation management.

The Committee noted this was part of the approved budget and University strategy, that there were clear targets and detailed plans including in particular for diversification of international markets (although there would still be a majority from a single market). The Committee approved the investment request for £4.6m for the International Strategy.

### *FC/2023/07.2 Research: Data & AI / Glasgow Changing Futures*

CP briefly outlined the investment requests for £3.5m for the Centre for Data Science and AI and £6.4m for Glasgow Changing Futures. The Committee noted that Data Sciences and Artificial Intelligence (AI) technologies had enormous potential to contribute to solutions that tackle some of the global grand challenges that society are currently facing, opening possibilities for new applications in healthcare, transport, education, science, and much more. It was noted that currently these activities were fragmented and the funding would help to support the formation of a new Centre for Data and AI. It also noted that this was part of the approved strategy and that the amount represented part of the budget allocated to improving research performance. It also noted that there were clear plans and targets.

The Committee approved the investment request for £3.5m for the Centre for Data Science and AI.

CP also reported that the investment case for Glasgow Changing futures was critically important to the overall research strategy and at this stage would focus investment on professional support staff and academic leadership which was a key component of the success of the programme.



The Committee approved the investment request for £6.4m for Glasgow Changing Futures. It also noted that this was part of the approved strategy and that the amount represented part of the budget allocated to improving research performance. It also noted that there were clear plans and targets.

It was also noted that both initiatives were cross University rather than located in one college.

*FC/2023/07.3 Commercial Development of the Estate*

NC briefly outlined the investment request for £7.25m for the design costs for Church Street and Lilybank Gardens student residences and Plot J Innovation which would bring the plots to the stage of having detailed planning permission. The Committee noted that these were not in the current investment plan and whilst funding was sought for design costs, decisions on the funding delivery route for construction costs would not be required until end 2024 as the completion of Stage 3 approached.

It also noted that the Church St spend was consistent with the plans previously put forward under SPID, but covering only part of the previous range reflecting the more challenging funding market (the innovation space having been scaled back and no hotel included at this stage). It also noted the benefit that resolving the Church St space would bring to the overall Western campus.

The Lilybank spend was relatively modest but by including it at this stage it improved the optionality available for growing student accommodation available within a relatively short period.

In both cases the spend was in respect of work that would need done in the event of a build and to that extent could be considered a mechanism to increase the value of a plot and the certainty for a developer or external funder of the commercial success of the builds. It was also noted that the intention was to involve a commercial possible operator in the design of the innovation space.

The Committee approved the investment request for £7.25m for the design costs for Church Street and Lilybank Gardens student residences and Plot J Innovation.

**FC/2023/08. Benefits Realisation update**

GC outlined that over the last 18 months the University had sought to build additional rigour into its strategy, planning and delivery processes. A key part of this development included outlining the priorities and outcomes the University wanted to achieve over the budget period and the investment required to deliver this.

With significant investment planned over the next 15 years (£2.2bn) and a significant amount already spent on the campus redevelopment programme (£0.5bn) it was critical that the University had a rigorous approach to investment and benefits management to ensure the University was able to tension investment choices, optimise decision making, monitor progress and whether to keep investing, enable and ensure benefits realisation and embed lessons learned. While benefits were articulated for major capital projects business cases in the past, there were significant gaps in the overall maturity of the approach to benefits and investments.

The paper outlined the progress that had been made across benefits management, but there was also recognition that while progress had been made there was still more to do which was reflected in future plans. The Committee noted that there was a more robust process for benefits management in the institution now, and that a key part of this had been post investment reviews of major projects and the inclusion of academic and financial targets in the

planning process. Committee members made a number of suggestions and comments on the process which will be considered.

The Committee strongly welcomed the paper and acknowledged the work that had gone in to producing it. It was agreed that the Committee would review this on an annual basis or more frequently if appropriate.

#### **FC/2023/09. TRAC**


The Committee noted the annual TRAC return for 2021/22 was submitted on the 31 January 2023. It noted the conclusions of the analysis and that these were similar to previous years – a loss on publicly funded teaching and research and a surplus on international teaching and other the latter being boosted this year relative to the market by the Lighthouse Lab. It was noted that the Committee was responsible for ensuring that the TRAC process used to produce the TRAC return complied with the TRAC guidance. The Committee also noted the changes to the guidance for 2022/23 and also the Internal Audit TRAC Data Quality report key findings.

The Committee approved the plan for the upcoming 22/23 return.

#### **FC/2023/10. Director of Finance report**

##### *FC/2023/10.1 Directors Update*

GC outlined the Director of Finance report and the following areas were noted:

- The USS valuation had significantly improved from the 2020 position with a £14.1bn deficit now a £7.4bn surplus. This was largely due to changes in the discount rates with interest rate rises, partially offset by increased inflation assumptions. The UGPS valuation was completed with a deficit of £32m. The University had previously agreed a deficit reduction plan of circa £4m per annum for UGPS which will be continued until the next valuation.
- CBRE were currently in month five of service delivery and in the stabilisation phase of the contract 
- A review of replacement RCF options was currently underway with BOS, HSBC and RBS. This will be concluded via the appointed sub-committee.

##### *FC/2023/10.2 Insurance Renewals*

The Committee that the insurance renewal exercise for 2023/2024 had been successfully completed. The Committee noted that the Total Insurance premium for the Renewal was £4,066k, an increase of £185k (5%) on prior year. This increase was as expected and was consistent with market conditions. GC reported that the cover for Property on a First Loss basis remained at £200m and that work was ongoing to increase this level.

In line with its remit the Committee approved the adequacy and scope of the insurance noting the limits on property where options to increase would be considered and the shortage of cover on cyber given the market.

#### **FC/2023/11. Table of Actions**

<b>Action</b>	<b>Date Due</b>	<b>Notes</b>
Update on Self Evaluation feedback outcomes	November 2023	Executive Director of Estates

Updated Finance Committee ToR submitted to Court for approval	September	Clerk
Updated student recruitment and cash flow scenarios	January 2024	Executive Director of Estates
Approval of the investment request for £4.6m for the International Strategy	September 2023	Executive Director of Estates
Approval of the investment request for £3.5m for the Centre for Data Science and AI	September 2023	Executive Director of Estates
Approval of the investment request for £6.4m for Glasgow Changing Futures	September 2023	Executive Director of Estates
Approval of the investment request for £7.25m for design costs for Church Street and Lilybank Gardens student residences and Plot J Innovation	September 2023	Executive Director of Finance
Benefits realisation update	September 2024	Executive Director of Finance
TRAC return plan for 22/23 approved	January 2024	Executive Director of Finance
RAAC update	November 2023	Interim Executive Director of Estates

#### **FC/2023/12. AOB**

PH updated the Committee on the ongoing survey into Reinforced Autoclave Aerated Concrete (RAAC) and it was noted that 266 buildings had been identified as being built in the timeframe when RAAC was used. The Committee noted that 125 areas had been prioritised and 3 of those buildings had RAAC. At present 2 of these were classed as low risk and one was more significant. It was noted that precautions were being taken and that this was an evolving situation and updates would be provided to Court and Committees as more information became available.

#### **FC/2023/13. Date of Next Meeting**

The date of the next meeting was noted as 8 November 2023.

Finance Committee  
Terms of Reference

## 1. Introduction

The **Finance Committee** (FC) is appointed by Court and monitors the income and expenditure of the University with oversight and pre-Court approval of the annual budget.

The FC makes decisions on investment requests expenditure between £3 million and £25 million and makes recommendations to Court for expenditure above £25 million.

## 2. Committee remit

To provide oversight on the short and long-term financial sustainability and financial resilience of the Institution

To monitor the income and expenditure of the University and risks to operating cash and financial sustainability

**Court:** consider financial policies and issues and make recommendations to Court on:

- the annual budget
- banking, borrowing and lending
- the investment of endowment funds and surplus cash funds
- the long-term financial position of the University
- academic partnerships with significant resource implications
- creation of new companies
- other financial matters, always having regard to the importance of financial sustainability

and also:

- advise Court on the financial implications of policy decisions being considered by Court
- consider the financial statements of the University and make recommendations to Court thereon
- To review and report to Court on the recommendations of the Investment Advisory Committee
- To provide oversight and if requested by Court approval authority on other aspects of financial management including borrowing and similar arrangements.

**Expenditure:** as reported by the Investment Committee,

- make recommendations to Court on the budget for infrastructure investment
- decide on all investment proposals (capital and revenue) involving expenditure of between £3million and £25 million and, where appropriate, having been approved by the Estates Committee and/or Information Policy & Strategy Committee
- make recommendations to Court on all investment proposals (capital and revenue) involving expenditure of £25m or above and, where appropriate, having been approved by Estates Committee and/or Information Policy & Strategy Committee
- decide on variances to budget of £0.5 million and above on individual projects

## Governance and Risk

- Ensure appropriate financial governance is being applied at the University

- Review and make recommendations to Senior Management Group and Court on key financial and commercial risks
- Review the oversight and governance arrangements for financial risk areas on an annual basis.
- Review debtor levels and associated sanctions
- Review scope and adequacy of insurance cover

## Innovation

- Review progress against strategy.
- Review and approve disposals and investments in university spin out companies above £0.25M

## Sub Committee Oversight

- Review decisions and recommendations from sub committees including:
  - Student Finance Committee
  - Investment Advisory Committee
  - Other temporary Committees that may be created at the request of Finance Committee or Court

## Evaluation

- To undertake a review of its own remit, performance and effectiveness annually as part of the overall review of Court and its Committees and report thereon to Court

## 3. Scheme of Delegation

The following details the delegated authority for the Finance Committee and shows how it is placed in the overall University Scheme of Delegation with escalation to Court, advising Senior Management Group as required:

Area of Responsibility	Limit	Lead Executive Role	Escalation To
Advise Court on Finance Strategy	N/A	Executive Director of Finance	Court
Provide oversight on the short and long-term sustainability of the Institution	N/A	Executive Director of Finance	Court
Advise Court on financial and commercial policies	N/A	Executive Director of Finance	Court
Recommend banking, borrowing and lending arrangements	N/A	Executive Director of Finance	Court
Review financial implications of academic partnerships with significant resource implications and advise Court accordingly	N/A	Executive Director of Finance	Court
Advise Court on creation of new companies	N/A	University Secretary and COO	Court
Consider the annual budget (capital and revenue) and make recommendations to Court	N/A	Executive Director of Finance	Court
Consider the financial statements of the University and make recommendations to Court	N/A	Executive Director of Finance	Court
Review and report to Court on the recommendations of the Investment Advisory Committee	N/A	Executive Director of Finance	Court

Review and approve expenditure	>£3m <£25m	Executive Director of Finance	
Advise Court on expenditure	>£25m	Executive Director of Finance	Court
Review and approve variances on individual project budgets	>£0.5m	Executive Director of Finance	
Review and make recommendations to SMG and Court on key financial and commercial risks	N/A	Executive Director of Finance	Court / SMG
Review and approve debtor sanctions	N/A	Executive Director of Finance	
Review and approve TRAC returns	N/A	Executive Director of Finance	
Review and approve disposal and investments in University spin outs	>£0.25m	Executive Director of Finance	
Review decisions and recommendations of the Student Finance Committee	N/A	Executive Director of Finance	
Review adequacy and scope of insurance cover		Executive Director of Finance	

## 4. Committee Membership

This is a non-executive led committee with the following membership:

- Member of Court (Chair)
- 3 further lay members
- 2 external lay members
- Principal
- Executive Director of Finance
- President of the Students' Representative Council ("SRC")
- 2 elected academic staff members

In attendance:

- Deputy Vice-Chancellor & Senior Vice Principal
- Chief Operating Officer/University Secretary
- Executive Director of Estates
- Convener of Audit & Risk Committee
- Convenor of Estates Committee
- Convenor of Information Policy and Strategy Committee
- Deputy Director of Finance

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

## 5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk and approved by the Chair. There must be a minimum of 4 members, of whom at least one must be a lay member of the Court, in attendance for decisions or approvals. In the event of a consensus not being reached, the decision will be escalated to Court.

## 6. Committee Member Responsibilities

- Provide scrutiny and openly and constructively challenge the University financial statements, long term financial sustainability and University investment requests and other papers and proposals to meet the committee remit.
- Activity and behaviour should embody the University's values ([click here for details](#))

## 7. Conflict of Interest

The FC will follow [the UofG procedure for the management of any conflicts](#). The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

## 8. Format and cadence

The meeting schedule is five times a year.

### INPUTS

- ☐ Previous meeting minutes, actions and agenda
- ☐ UofG strategy
- ☐ Executive Director of Finance Report
- ☐ Long term cash flow forecasts
- ☐ Budget and forecast
- ☐ Investment plans
- ☐ Investment Business Cases and change requests
- ☐ Cash holdings and counterparty levels
- ☐ Debtor levels
- ☐ Financial Statements and Reports
- ☐ Reports from sub committees
- ☐ Annual TRAC return

### OUTPUTS

- ☐ Court Papers as required
- ☐ Minutes including decisions and actions (shared with Senior Management Group)

Court Context Card 27 September 2023 - Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (29 August 2023)
Topic last discussed at Court	Last report to Court was 20 June 2023
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convenor), Mr C Kennedy, Professor K McCue, Miss H Pentleton-Owens, Professor S Kennedy, Dr D
Cost of proposed plan	
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	<p>At the most recent meeting on 29 August, the Estates Committee discussed:</p> <ul style="list-style-type: none"> <li>- the next stages of the planned commercial developments for the Church Street and Lilybank Gardens sites. The Committee supported the funding of design costs for an innovation space on Church Street and student residences on Church Street and Lilybank Gardens, totalling £7.25 million. Earlier proposals to build a hotel are on pause.</li> <li>- the implementation of the new reactive and planned maintenance contract. The Directorate gave a report of early problems in implementation and the steps being taken by both parties to address these.</li> </ul> <p>The Committee also:</p> <ul style="list-style-type: none"> <li>- received a report on progress on the Keystone development and next steps. The full business case is planned for submission to the governance process in March/April 2024</li> <li>- received confirmation of the handover and initial occupancy of the new Adam Smith building</li> <li>- heard reports on progress on timetabling space and longer term work on workspace planning</li> <li>- agreed a new, better targeted policy on construction contract retentions, in response to a policy paper from the Scottish Government</li> <li>- was told that trial investigations into Reinforced Autoclaved Aerated Concrete (RAAC) on the University estate were underway</li> <li>- considered the Estates risk register. The top risk remains the availability of teaching space.</li> </ul> <p>The Committee has proposed two minor amendments to its Terms of Reference, for Court approval, as part of the regular annual review which is attached as <b>Annex 1</b>.</p>
Topics to be discussed	as required
Action from Court	to note the report
Recommendation to Court	n/a
Relevant Strategic Plan workstream	
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	
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**  
**Minute of meeting held in Room 251 Main Building**  
**Tuesday 29 August 2023**

**Present:** Mr S Hoggan (Convenor), Mr I Campbell, Mr P Haggarty, Professor A Muscatelli, Mr G Caldwell, Mr D Duncan, Mrs L Hanna, Mr C Kennedy, Professor S Kennedy, Professor K McCue, Miss H Pentleton, Mr A Seabourne, Mr D Smith

**In Attendance:** Ms N Cameron, Mr C Ferguson, Mr A Griffin, Mr D Hall, Mrs M Hipkin, Mrs L Shaw, Mrs K Biggins (Clerk)

**EC/2023/41 Apologies**

Mr Hoggan welcomed all and noted apologies received from Mr B Morton and Mr D Harty.

**EC/2023/42 Declaration of Interests**

Mr Smith declared interest in relation to CBRE contract discussions and Mrs Hanna reminded the Committee in relation to her role as Strategic adviser on economic development and Innovation.

**EC/2023/43 Minute of the meeting held on 17 May 2023**

The Committee approved the minute as an accurate record.

**EC/2023/44 (a) Action Tracker**

There were no outstanding actions.

**EC/2023/45 Executive Director of Estates Report**

Mr Campbell presented the report.

Since the last Committee in May 2023 the focus within the Directorate has been on:

1. Progressing stage 3 of the design for Keystone
2. Completion of the Adam Smith Building
3. Finalising the timetable
4. Progressing the University Workspace Programme
5. Stabilising the new Reactive and Planned Maintenance contract
6. Transfer of responsibilities to the new Interim Executive Director.

Adam Smith completion achieved on Friday 25 August. First occupants moving in Monday 4 September 2023.

Our compliance team secured 5<sup>th</sup> consecutive RoSPA gold award and this is a significant achievement.

Space management has been busy with 96% of requests roomed along with the requested changes. A better methodology is required going forward. No external accommodation is required this teaching year. Workspace project – University Services is progressing quickly and Steelcase presented their final view recently; further detail being provided w/c 4 September and allows planning to commence for Berkely Square accommodation.

Substantial overspend was partly driven by utilities costs which were out with our control; this year's budget has been adjusted accordingly. £9m overspend due primarily to split of revenue and capital due to investment in existing Estate circa £50 million.

Mr Campbell advised following a question from the Committee around behavioural change that our Energy Management team will look at a programme along with improvement in metering across the Estate to provide better reporting.

Mr Kennedy referenced the recent Union/Management meeting and the concerns raised around staff not being able to work "hands on" in roles and issues relating to FE College placements. Mr

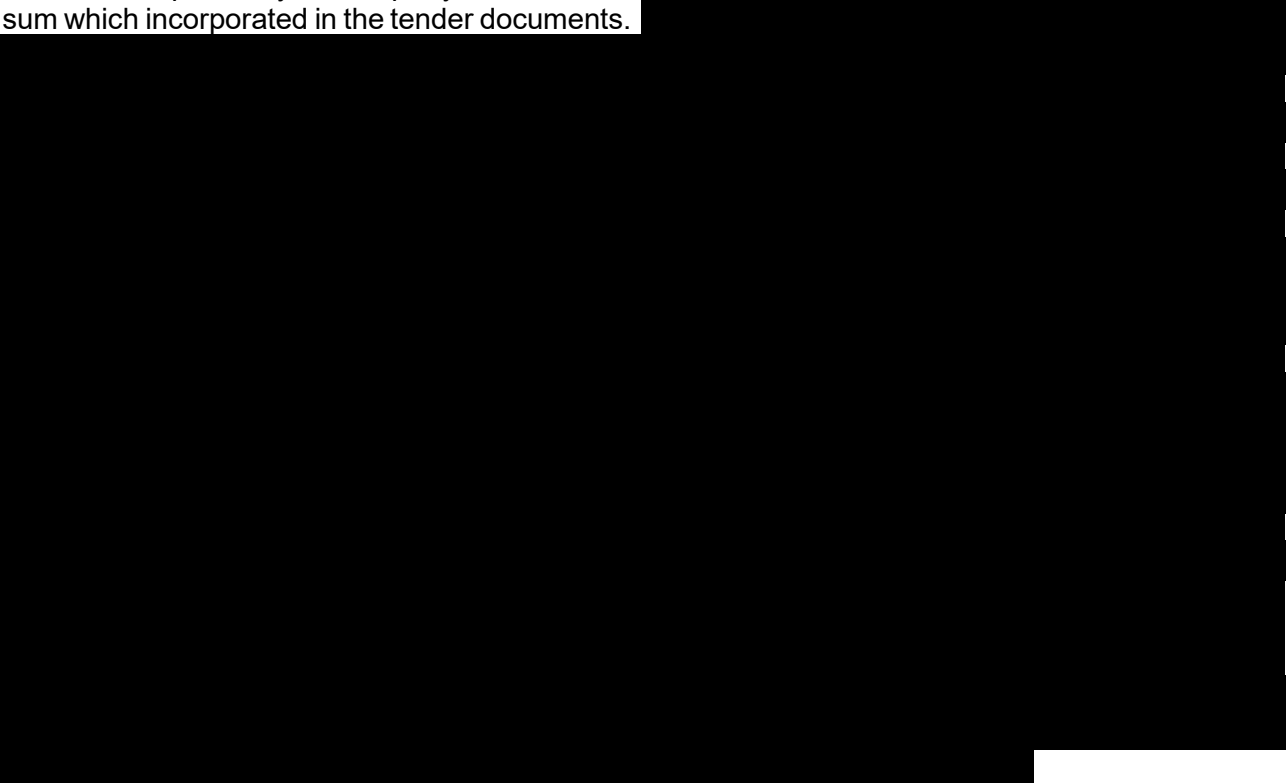
Campbell noted there is a misunderstanding as technicians are not there to carry out maintenance as this is wholly CBRE, the technicians are to primarily to focus on operations first fix and system technologies. The course content was found to be maintenance focused and did not meet the needs required. Technicians College delay is due to an administrative error; at of end of pandemic 3 techs were delayed and are now progressing with current cohort and this could impact operations if all were released on the same day at the same time.

Mr Haggarty advised that we have a new Energy Manager with experience in retail and are creating a digital twin of all new buildings. There are occasions when we have discovered, we are heating, air conditioning, and lighting empty buildings; technicians are vital to ceasing this and optimising our energy efficiency. Sustainability and energy teams are now merging in support of our energy efficiency and sustainability programme. Mrs Hanna noted working with Schools is necessary to obtain programme of strategic planning with growth. Ms Cameron confirmed Professor Coton and Mr Caldow are working with schools to map their needs back to existing Estate. Professor Goodyear is leading on new ways of working; we will return to discuss future needs and helping Schools to think beyond existing estate as a long term project; working in particular with MVLS, Science and Engineering. Ms Cameron advised we are adopting a holistic approach and reviewing the Estate as a whole; constantly feeding back to strategic plan.

Mr Caldow advised meetings with high growth Schools have been ongoing for several years. Mrs Hanna noted that going forward it will be financially more difficult to fund projects. Mr Duncan advised it is a complicated picture to feed into a strategic plan; there is pressure on teaching, social and accommodation spaces and we are looking at ways of working to free up space when staff not on site. Mr Campbell noted the Higher Education sector is not as focused on space management as other sectors. We do not use space consistently throughout the year. Mr Campbell clarified the process of purchasing carbon credits following a query from Professor Kennedy. The price point of these was attractive and we were advised by our broker to buy a higher amount than previously. Mr Griffin advised that these credits are purchased to offset carbon tonnage. Mr Hall noted that we are carrying out a piece of work in relation to risk register relating to commodity pricing.

Mr Hoggan expressed congratulations for the ROSPA Gold Award.

Mr Campbell advised the Committee that following the asset verification process for the Hard FM contract completed by a third party it was recorded that there are 22,000 assets versus the 13,000 sum which incorporated in the tender documents.



***Mr Hoggan this noted that this needs careful management over next period and an updated report should be brought to Committee in October.***

#### **EC/2023/46 Safety & Compliance Report**

Mr Ferguson presented the report and noted:

ROSPA gold award successfully achieved for 5<sup>th</sup> consecutive year.

Don't Walk By reporting levels are good. Following recent incident of carpal tunnel syndrome; we have reviewed documentation and are reviewing processes ensuring we are more specific on vibrating equipment. Fall from height in Joseph Black building is classed as a significant incident and our team managed this well and supported the ambulance crew.

Continuing leadership inspections and audits. Continue to educate wider University population around fire and asbestos incidents.

Mr Kennedy commended the team re scaffolding incident; but noted that scaffolding is a recurrent issue. Mr Ferguson advised we supported the HSE; no approach was made by them to the University in relation to their investigation. We have had a deeper look at scaffold erections around Campus following this. Mr Haggarty advised we share information with contractors and supply chain as lessons learned and MPX have reviewed site operations too following incident. Risk assessments are proactively undertaken. Mr Hall confirmed all correct processes and procedures are in place, other contractors are best placed to spot issues and they bring these to our attention also.

#### **EC/2023/47 Investment Projects Update**

Mr Haggarty presented the period 11 report.

There are 90 live periods in period.

Major and should do projects £7million below previous forecast due to mainly movements into next financial year. Fifteen-year summary projects in line with capital plan. No significant movements or concern with contingency analysis. Church Street is tracking as red due to time and costs with a meeting today with Glasgow City Council and Historic Scotland in regard to the Outpatients building. Chiller replacements were delayed and delivered just in time for year end; McMillan reading room in delay.

Adam Smith Business School delivery and enabling works for Keystone underway – WILT and former NHS admin building demolition programmed for this year ; soft strip commenced.

Projects in amber are partly due to delays with Glasgow City Council building control. Mr Duncan queried whether we should discuss this via Chamber of Commerce. Mr Haggarty advised that this is a long running issue and is meeting with Glasgow City Council on Friday. Mr Smith advised this is due to 10 existing vacancies within Glasgow City Council; Mr Duncan agreed this is a market failure driven by lack of available courses.

#### **EC/2023/48 Estates Risk Register**

Mrs Hipkin presented the report:

Top risk remains space and a lack of appropriate teaching space, there is a meeting next week to review in more detail, other top three will be reviewed. Mr Caldow requested research space is included and Mr Campbell noted that is difficult to assess this. Over the next period we should begin to have improved data and understand whether we are using space efficiently. Professor Muscatelli agreed this is a good time for this exercise. ARC equipment, space and lab sharing has been taken collaborative working to another level and we can learn from this, it comes down to trust and creates communities.

Mrs Hanna noted we can anticipate the implications regarding attracting future research; thinking this through as a connected progress. Professor Muscatelli noted we should capitalise on this as the city will lose commercial opportunities. Mr Campbell highlighted the pandemic risk and the need to have a risk around future pandemics and understanding what this means for the University. We

have completed lessons learned exercise and we will need to consider business continuity. Mr Duncan advised that a new business continuity adviser has recently joined the University.

## **EC/2023/49 Commercial Development (SPID) – Innovation & Residential**

Ms Cameron referenced the report and presentation:


Plots J, H, G, E – multiple phases. Phase 1 - Plot J – Dry Innovation Space; Gateway and engagement. Plot H – Hotel (to follow at a later date). Phase 2 - Plot G – similar to J but next step in innovation journey possible more highly serviced (listed plus new build extension). Plot E – maximise Student Residences. Anderson College – standalone opportunity.

Objectives are to provide space to enable growth and impact. Residences, Innovation, Hotel deal with challenging listed buildings on Church Street. Leverage assets to generate commercial return with minimal University investment. Build a commercial / JV model that could be scaled in the future (Church Street as Phase 1).

There was a Full procurement completed on Church street which was close to final deal prior to 'Truss Government', thereafter Economic conditions deteriorated.

Changes now required as supporting strategies have matured, demand has intensified. Innovation strategy approved. Clear growth targets and demand needs. Innovation space pathway from incubator to GRID. Residences; Significant demand pressures in City. Growth in budget and long-term growth path articulated. Analysis of long-term residential options. We need to act to support these strategies. Economic conditions remain challenging: Long-term borrowing rates remain high. Sticky inflation impacting labour/ construction costs. Construction in many areas has stalled. First phase – part of a longer-term strategy.

Innovation Context: Doubling the number of spin out ventures formed per year by 2025/26. Attracting companies to spin-in to the University's ecosystem (including co-location by multi-nationals to co-create). Accommodating qualifying start-ups from the Student and Graduate portfolios



Project vision & objectives, what we want to build and where, and red lines remain consistent from before with the following changes due to economic conditions: Structure / Funding looking at plots as individual lots instead of a group –easier route to market / investment. Cost of capital and investor caution impacts economics. Proposing to self-fund design de-risks final proposals to improve third party funding options. Also allows pace to be maintained. Final funding decision should consider self-funding options as well as third party funding.

Pace - appetite / economic conditions for a hotel do not exist just now (plot held. Proposal on hold) A more cautious approach on Innovation (build incubator first, then second). Scope - broaden initial design work to one further site given demand.

Professor Kennedy queried the likelihood of opposition to building on a carpark and the effect on the surrounding businesses; Mr Caldow noted that businesses may consider the increase in students that this would bring. Ms Cameron advised that discussions are yet to take place with GCC re this, however, they are removing carparks. Mr Seabourne queried whether we have yet spoken with Friends of the West End; Ms Cameron confirmed that this will be done. Ms Cameron advised we will always look to build sympathetically and Mr Hall noted we will therefore require to respond to associated costs.

Mrs Hanna noted we should work to ensure Companies remain in Glasgow and Mr Caldwell noted that GU Holdings are supporting Companies to allow growth. Mr Smith noted that there may be buildings within City Centre that become available as tenants move out to low carbon buildings. Mrs Hanna noted that we should consider what the future is of the Yorkhill NHS site.

The Committee approved the self-funded design fees route.

### **EC/2023/50 Directorate Update – Projects**

Mr Hall referenced the presentation:

We are changing the structure of the project team; major projects are reducing in number, we wish to create career opportunities and expand skill set. There has been an increase in level of projects on the existing buildings on Campus. Mr Hall is moving into an interim role and will work more with Colleges as Ms Cameron focuses on her new remit as Director of Property Joint Ventures. Increasing Programme Management Office remit with a relatively new Head in place. Interim roles are due to Mr Campbell's retirement and Mr Haggarty acting up as Interim Exec Director. We are working to retain staff, create new challenges of moving from new builds to projects on existing stock. Mrs Hanna queried whether we are driving Commercial income opportunities within the Estate; recognising brand reputation, scale and size. Mr Hall advised asset management team sits within Estates. Mr Campbell noted this is relatively modest; bigger opportunities are driven through Commercial Services.

### **EC/2023/51 Construction Retentions Policy**

Mr Haggarty referenced the paper:

We are required to consider the Scottish Government latest policy note on removing retentions on construction projects. We are Proposing a new policy on retentions in the new framework;

LOT1 – (project value £0 - £0.5m) – focused on small scale, low complexity projects – No Retentions

LOT2 - (project value £0.5m - £7m) – focused on medium sized, medium complexity projects. Retentions will not apply on straight forward projects but will be considered on more complex projects. To be considered on a project by project basis.

LOT3 - (project value >£7m) – focused on larger scale, more complex projects. Retentions will apply as normal but will be reviewed to establish if there is benefit in not applying them

Each LOT will have an initial fixed term of 2 years with the option to extend for a further 4 x 12 months to a maximum of 6 years. KPMG are considering undertaking audits of existing framework and consider key performance indicators with a view to making recommendations for the new framework.

This approach was approved by the Committee.

### **EC/2023/52 Keystone Update and Next Steps**

Mr Hall referenced the paper:

In early stages of RIBA stage three with early contractor involvement. MPX have fed back re stage 2 report and commenced enabling works. Discussions with planning authority ongoing and movement study undertaken with 2 outstanding items. Movement study highlighted concentration of movement at end of building – stairs were overutilized at north end. Meeting with planners undertaken and they requested a more civic presence at entrance of building; we therefore reviewed works undertaken. Planners suggested flip teaching space and labs meant concentrating of movement and reduced flow. This has been undertaken and stakeholders have talked through changes and building appears to be more efficient. It appears that this will simplify structure and reduce imbedded carbon.

### **EC/2023/53 Committee Reports for Approval**

**53a Summary of Investment approved under delegation.**

This was provided for information.

**53b Church Street Plot**

The Committee approved this.

**53c Lilybank Car Park**

The Committee approved this.

**53d Plot J**

The Committee approved this.

**EC/2023/54 Any other Business**

Mr Kennedy questioned whether we were exposed to RACC light concrete issues; Mr Campbell confirmed that this risk has been identified and WSP have commenced works with trial investigations. We are required to submit a return to Scottish Government by 1<sup>st</sup> September.

Mr Hoggan reminded the Committee to feedback any comments on the terms of reference by 4 September deadline.

The Committee extended its thanks to Mr Campbell on his retirement, noting his extraordinary contribution during his leadership.

**EC2023/55 Schedule of Meetings for 2023/24**

Wednesday 25 October 2023 at 9am

Tuesday 16 January 2024 at 9am

Tuesday 12 March 2024 at 9am

Wednesday 15 May 2024 at 9am

# Estates Committee Terms of Reference

## 1. Introduction

Appointed by Court, the **Estates Committee** (EC) is to oversee and ensure governance of all property and infrastructure matters for the University thereby providing a duty of care to students, staff and stakeholders, [including local communities](#). The committee will endorse all relevant property strategies including the University Estate Strategy, Estates Business Plan and Estates Annual Operating Plan. The committee will also ensure that the Estates Directorate have sufficient resources to deliver strategies and other relevant activities as requested by University Court.

## 2. Committee remit

The mandate for the EC is as follows:

- Review the Estate Directorates' Health & Safety policies, procedures, and practices.
- Review and approve the University Estate Strategy on an annual basis.
- Review and approve the Estates Business Plan every 5 years; review the Annual Operating Plan
- Review and receive regular reports on the condition of the estate including required investment and maintenance budgets.
- Approve the 5 year and annual Estates Investment Plan.
- Review Investment Plan performance updates.
- Review Estates Risk Register
- Review and approve Maintenance and Energy Management strategies, including the supporting procurement arrangements. Review regular reports on action plans in support of these strategies
- Approve relevant leases, acquisitions or disposals as set out in the University Delegation of Authority.
- Endorse Major Capital Projects for approval at Court

## 3. Scheme of Delegation

The following details the delegated authority for the EC and shows how it is placed in the overall University Scheme of Delegation with escalation to Finance Committee, Investment Committee or Court:

Area of Responsibility	Limit	Decision Making Delegated Authority	Escalation To
Approve Estates Strategy (pre-Court)	N/A	Estates Committee	Court
Approve Estates related policies	N/A	Executive Director of Estates	Court
Approve Estates capital or acquisitions/ sales	>£500k or change requests >5% of budget	Investment Committee	Estates Committee
Approve Estates capital or acquisitions/ sales	<£500k	Executive Director of Estates	Investment Committee
Approve Estates expenditure	>£500k	Investment Committee	Court
Approve Estates related contracts	>£500k	Executive Director of Finance	Investment Committee
Approve Estates related contracts	<£500k	Executive Director of Estates	Investment Committee
Approve Estates Masterplan	N/A	Executive Director of Estates	Court

## 4. Committee Membership

Estates Committee shall include several independent professionals from differing backgrounds in property development, property management, facilities management, construction, energy management and/or property procurement.

This is a non-executive chaired committee with the following membership:

- 4 Lay Members (one as Chair)
- 2 Elected Academic Staff Members
- 1 Elected Professional Services (Support) Staff Member
- Principal
- Senior Vice-Principal and Deputy Vice-Chancellor
- Chief Operating Officer and University Secretary
- Executive Director of Finance
- Executive Director of Estates
- Students' Representative Council President

In attendance:

- Estates staff as required

## 5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 4 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will have the casting decision.

## 6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Ensure all strategies, policies and investments are in line with legislation and University Strategies & Policies, [including alignment with the University's sustainability goals.](#)
- Actively contribute to mitigation of Estates and Health Safety and Wellbeing (HSW) risks taken from the SMG Strategic Risk Register
- Take ownership for specific actions and risks in the Estates Committee Action and Risk Logs. All actions and risks must have a Committee member as overall owner
- Identify, assess and mitigate risk at an Estates portfolio investment level
- Review and approve the University Estate Strategy on an annual basis.
- Review and approve the Estates Business Plan every 5 years; review the Annual Operating Plan, rolling 3-year budget and 10-year outlook.
- Openly and constructively challenge where strategies or investments do not meet key criteria for regulatory, business continuity and strategic investments
- Agree that all business cases, plans and strategies are achievable
- Ensure activity and behaviours embody the University's values ([click here for details](#))

## 7. Conflict of Interest

The EC will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.



## **8. Format and cadence**

The meeting schedule will be every month with an extended full day workshop in March as part of the annual budgeting cycle.

### **INPUTS**

- ☐ UofG strategy and plan
- ☐ Estates Strategy and Roadmap
- ☐ Management information provided by Planning Insights & Analytics
- ☐ Current FY and 3-year Estates Investment Budgets and 10-year Outlook
- ☐ Portfolio Investment breakdown split by financial year
- ☐ Investment Health Summary
- ☐ Investment Business Cases/Proposals/Change Requests to be presented
- ☐ Summary of changes made to action log

### **OUTPUTS**

- ☐ Decision Log
- ☐ Action Log
- ☐ Minutes (shared with Finance/Investment/IPSC)

**Court Context Card 27 September 2023 - Audit & Risk Committee Report**

Speaker	Elspeth Orcharton
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 6 September 2023
Topic last discussed at Court	Last Audit & Risk Committee report June 2023
Topic discussed at Committee	See paper summary section.
Committee members on Court who were present at meeting	Elspeth Orcharton, Professor Sarah Armstrong, Stuart Hoggan
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	NA
Red-Amber-Green Rating	Green
Paper Type	Information;

**Paper Summary**

The Committee noted that the pre-meeting briefing had been a presentation on Data Governance

The Committee approved the Terms of Reference following minor modification which is attached as **Annex 1**. The Committee also approved the Annual Business cycle following minor modification.

The Committee received a presentation by Gregor Caldwell, Executive Director of Finance on the updated Risk Register. The Committee requested the Annual Risk Update included the sources and landscape of risks considered and on which it was based and GC agreed to include details. Subject to that, the Committee approved the Annual Risk Update and Risk Register and it was noted that it would be submitted to the next Court meeting in September for formal approval. **See Item 4 - Risk Register on the Court Agenda**

KPMG advised that the outstanding actions list had increased by 19, with 85 outstanding recommendations. The number of actions completed since the last meeting was 18. The Committee received internal audit reports – Project Eos; Research Ethics; TRAC; Operational Risk Management; and Careers Service.

The Committee noted that the External Audit had recently started and no concerns were raised at this stage. The External auditors would provide a full report to the next meeting in November 2023.

Other areas discussed included the External lay committee member appointment process and the Corporate Structure

Topics to be discussed	As Court wishes
Action from Court	To note and <b>to approve</b> the updated ToR for the Committee
Recommendation to Court	<b>To approve</b> the updated ToR for the Committee

**Relevant Strategic Plan workstream**

**Most relevant Primary KPI it will help the university to achieve**

**Most relevant Secondary KPI it will help the university to achieve**

**Risk register - university level**

Demographics	
% of University	100% Cross University application on several items

Operating stats	
% of	100% operating stats per UoG accounts

Campus	All
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**External bodies**

Conflict areas	None Highlighted
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**Other universities that have done something similar****Other universities that will do something similar**

Relevant Legislation	Accounting regulations incl FRS102; Statements of Recommended Practice (for audits)
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**Equality Impact Assessment**

Suggested next steps	N/A
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**Any other observations**

**UNIVERSITY OF GLASGOW**  
**Audit & Risk Committee**

**Minute of Meeting held on Wednesday 6 September 2023**  
**In the Melville Room**

**Present:**

Elspeth Orcharton (EO) (Chair), Professor Sarah Kennedy (SK), Simon Bishop (SB), Stuart Hoggan (SH), Vincent Jeannin (VJ), Martin Sinclair (MS)

**In attendance:**

Dr David Duncan, COO & University Secretary, Gregor Caldow, Executive Director of Finance (GC), Angus Ross, Deputy Director of Finance (AR), Neil Thomas, (KPMG) (NT), James Lucas (KPMG) (JL) Harriet Fisher (HF) (KPMG), Fateen Afzal (FA) (PwC), Amber Higgins (Clerk) (AH)

**Apologies:** Professor Sir Anton Muscatelli (Principal), Craig Chapman-Smith, Director of Risks (CCS), Matthew Hall (MH) (PwC)

**AUDIT/2023/01. Welcome and Briefing**

The Chair welcomed Professor Sarah Armstong, Elected Academic Staff Member of Court to her first meeting. The Committee recorded their thanks to Professor Simon Kennedy who was the previous Elected Academic Staff Member of Court on the Committee.

The Committee noted that the pre-meeting briefing by David Duncan, University Secretary and COO, Alistair Knock, Director of Planning and Chief Data Officer, and Alun McGlinchey, Chief Information Security Officer had been on Data Governance. The presentation outlined the 4 key steps for data and information governance:

1. Corporate Governance
2. Senior Information Risk Officers
3. Data & analytics Framework
4. Cybersecurity Initiatives

The Committee thanks David, Alistair and Alun for the update and noted that this was an evolving process and would welcome an update in 18 months time.

**AUDIT/2023/02. Declarations of Interest**

There were no declarations of interest.

**AUDIT/2023/03. Minutes of the meeting held on 24 May 2023**

The minutes were approved.

**AUDIT/2023/04. Matters Arising**

It was agreed that going forwards any decisions taken out with the normal meetings would be recorded at the next meeting. It was also agreed that any electronic communications would sent to all Committee members and members asked to reply all rather than via BCC to the Clerk.

**ACTION Clerk**

**AUDIT/2023/05. Audit and Risk Committee Business**

*05.1 Audit and Risk Committee Terms of Reference*

The Chair outlined the current Terms of Reference. During the discussion it was noted that it would be beneficial for the Committee to have a clearer understanding and assurance on the

internal controls that Court and Sub Committees of Court have and the cross over. In effect, an overview of the read across from strategies, to the risks associated, to the governance processes for those key risks. This would allow the Committee to have oversight of the governance arrangements for risk areas. It was agreed that this would be added to the TOR and the Committee would be provided with an update at its next meeting.

It was agreed that the TOR should be amended to make Value for Money more prominent.

The Committee approved the Terms of Reference following minor modification.

#### **ACTION GC/DD**

##### *05.2 Audit and Risk Committee Annual Business*

The Chair outlined the Annual Business cycle. The Committee approved the Annual Business cycle following minor modification.

##### *05.3 Audit and Risk Committee Self Assessment*

The Chair outlined the Self Assessment which had been recently completed. The Committee noted that the Internal Audit reports were good as individual reports, it was unclear what the broader/thematic findings were for the University as a whole. It was also felt that it would be useful for the auditors to offer more advice on how the University compared to other HEIs.

#### **ACTION KPMG**

It was agreed that the Committee would find it beneficial to meet with the Internal and External Auditors without the Executive members of the University.

#### **ACTION Clerk**

##### *05.4 Audit and Risk Committee External Committee Members*

The Committee noted that following advertisement of the role, 8 applications had been received and 4 people had been shortlisted for interview. Following the recent interviews it had been agreed that two applicants were suitable for appointment and this had been put forward to the Nominations Committee for approval prior to being submitted to Court for final approval.

#### **AUDIT/2023/06. Management update**

##### *06.1 Audit-related policies/information for Committee*

DD advised the Committee that there were no substantive changes to audit-related policies at the time of the meeting.

GC reported that two incidents:

- A research grant had been submitted without formal approval. It was noted that an internal review was taking place which would look at the process for grant approval.
- An allegation of price fixing was being investigated and going forward all related work would be undertaken using a tendering process.

##### *06.2 Return to Campus*

DD and GC updated the Committee on the following:

- Student numbers - it was noted that there was a drop in PGT students and this had led to a rebalancing of the budgets for 2023/24 which would go to the next Finance

- Committee meeting.
- RAAC - a survey of buildings to identify those that contained RAAC was being undertaken and a report would be available shortly.
- Industrial action – the 3 main unions had recently announced more strike days which would affect the start of term. It was noted that the Marking and Assessment boycott had been called off.

### *06.3 Intelligence and Security Committee of Parliament - China*

The Committee noted the report from the Intelligence and Security Committee of Parliament on China.

## **AUDIT/2023/7. Risk Register – Strategic Risk Summary**

The Committee received a presentation by Gregor Caldwell, Executive Director of Finance on the updated Risk Register. It was noted that over the last 12 months work continued embedding and implementing the Risk Management Framework. It was noted that SMG regularly review the Risk Register which was continuously updated. The Committee was pleased to hear that the Risk Registers were starting to be implemented at School level. It was agreed that the most relevant risks would be updated prior to the Risk Register being submitted to Court, to reflect more recent developments in RAAC and drop in PGT student numbers.

The Committee requested the Annual Risk Update included the sources and landscape of risks considered and on which it was based and GC agreed to include details. Subject to that, the Committee approved the Annual Risk Update and Risk Register and it was noted that it would be submitted to the next Court meeting in September for formal approval.

**ACTION GC/CCS**

## **AUDIT/2023/8. Internal Audit Update**

### *08.1 Internal Audit Update Report - Implementation of Outstanding Recommendations*

The update on implementation actions was noted. KPMG advised that the outstanding actions list had increased by 19, with 85 outstanding recommendations. The number of actions completed since the last meeting was 18. The Committee noted that of the 67 actions in the tracker 59 actions were not due and 8 action was overdue but management had requested an extension to the deadline.

### *08.2 Internal Audit Update Report*

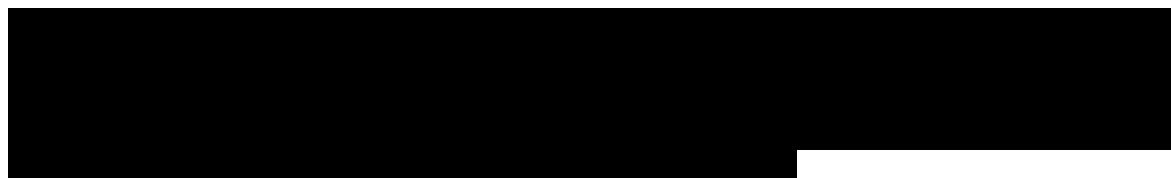
#### *08.2.1 Internal Audit Update Progress Report – Activity up to September 2023*

The Committee noted the report prepared by KPMG which outlined the progress against the 22/23 internal audit plan. As at September 2023, 10 of the 11 planned audits had been completed, with 1 report coming to the next committee meeting in November 2023.

#### *08.2.2 Project Eos Health check Internal Audit Report*

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit assessed whether project plans were in place and a project governance structure had been defined, benefits had been identified and tracked, technology requirements had been assessed, a process was in place to decommission any software and undertook an assessment of the current versus the 'to be' state

Areas of good practice had been identified which included: a robust business case had been documented and approved by management; the University had assessed its current state and its "to be" future state for its IT Asset Management and this had been documented in the pre-Eos Requirement Analysis document. The University was clear on how it wanted to achieve its desired future state; a governance structure for Project Eos had been defined and documented. Minutes of meetings were documented for each governance group in the projects governance structure; there was a benefits log in place at the University and benefit owners are assigned to each one; and technology requirements analysis had been performed for IT Asset Management and this had been agreed with key stakeholders.

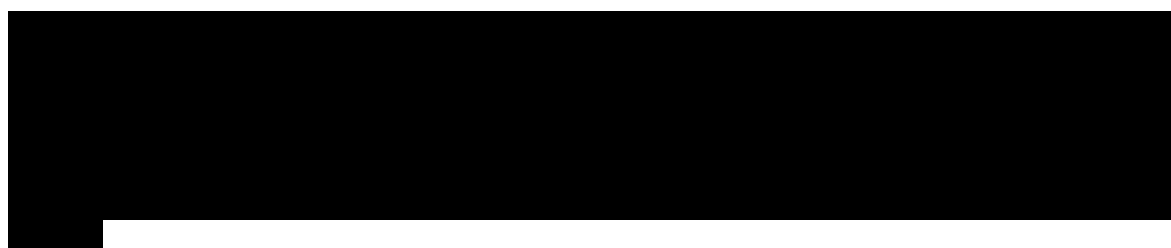


Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Green-Amber) risk overall. The Committee noted the report and the recommendations.

#### *08.2.3 Research Ethics Internal Audit Report*

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the consistency of practices exercised across the different Colleges, as well as the governance and reporting processes for research ethics matters.

Areas of good practice had been identified which included: applications for ethical approvals were submitted, reviewed and approved via an online system which was used consistently across all Colleges; all applications were viewed by at least two reviewers including a lead (experienced reviewer) who collated the results and provided feedback and/or approval to the applicant based on a summary of comments; research ethics activities were managed at the College level and reported to the UEC annually via the submission of annual returns. These were in turn reported to the Senate through an annual report prepared by the Chair of the UEC; as a way of sharing good practice, sample applications from each REC were uploaded on SharePoint along with all support documentation used in decision making and this was accessible to all REC members across Colleges; the Ethics Officers of the RECs were members of the UEC and attended the regular meetings. These meetings were an avenue for RECs to share ideas and get insights on possible solutions to ongoing issues; since the establishment of the Research Integrity Council (RIC), cases of misconduct in research were now handled by the RIC under the guidelines stipulated in the 'Code of Policy and Procedures for Investigating Allegations of Misconduct in Research'. There were designated Research Integrity Champions and Advisers for each College and personal data breaches were to be reported to the Data Protection and Freedom of Information Office which was included in the participants information sheet submitted as part of the application process.



Committee noted that the report was classified as significant assurance with minor improvement opportunities (Amber/Green) risk overall. The Committee noted the report and

the recommendations.

#### *08.2.4 TRAC Internal Audit Report*

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the data quality arrangements relating to the TRAC ("Transparent Approach to Costing") return at the University of Glasgow ("UoG" or "the University").

Areas of good practice had been identified which included: data quality checks had been established at key points within the TRAC process; the TRAC Lead performed an annual self-assessment against the Statement of Requirements released for the TRAC return and reported exceptions to the TRAC Board; audited financial statements feed into the TRAC model; and an annual calendar of TRAC activities and key actions was maintained and updated throughout the TRAC cycle.

There were two low-risk findings.

Committee noted that the report was classified as significant assurance (Green) risk overall. The Committee noted the report and the recommendations.

#### *08.2.5 Operational Risk Management Internal Audit Report*

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the design and operating effectiveness of the Risk Management Policy and Framework (the Policy) as applied at the College and Professional Services Group (PSG) level.

Areas of good practice had been identified which included: there was a Risk Management Policy and Framework document. This was available to all staff on the risk webpage and was currently adopted by all College Management Groups (CMGs) and the Professional Service Group (PSG); there was an annual risk management review which evaluated the top risks identified by CMGs and the PSG. For each Group's risk review, a comparative analysis was carried out against the risks raised at other CMGs, the PSG and SMG for alignment with the top risks; from minutes of meetings reviewed, it was confirmed that there were regular meetings within each CMG/PSG where risks were reviewed by members, who were heads of their respective schools, service units, departments, etc and had an appropriate level of experience to carry out a review of risks across the College; it was confirmed from the risks sampled for review that all risk owners were members of CMG/PSG, which helped to ensure that risks were assigned at the appropriate level and updates on risks could be easily obtained; the Individual College/PSG risk registers were in line with the format prescribed in the Risk Management Policy and Framework, which included, risk owners, scoring (impact and probability), mitigation actions/controls, etc; there was a University-wide Risk Management Group which held quarterly meetings during which comments relating to the risk management policy and process were discussed along with any challenges or suggested best practices. The Heads of Finance (HoFs) for the CMGs and PSG were members of this Group.

There was one medium-risk finding relating to: the operating units (CMGs/PSG) did not currently have formal process documents that outlined how risks were managed locally. There were also three low-risk findings.

During the discussion the Committee noted that software to support risk management was being looked into.

Committee noted that the report was classified as significant assurance with minor improvement opportunities (Amber/Green) risk overall. The Committee noted the report and

the recommendations.

#### *08.2.6 Student Services: Careers Service Advisory Report*

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit review focused on how Careers activities were organised in relation to work-based opportunities to target the students most in need of support at the University.

Areas of good practice had been identified which included: a dashboard had been created by the PIA team. This dashboard allowed users to filter data collected from the Graduate Outcomes Survey by student cohort and for a number of different student characteristics; the Careers Service was well connected to other services within the University, such as the Widening Participation and Lifelong Learning Service and the Disability Service. There was an opportunity to increase collaboration with these services to enhance opportunities for those with poorer graduate outcomes; and feedback was sought from students for all activities undertaken by the Careers Service using electronic feedback forms.

There was one medium-risk finding relating to: there was an opportunity for the University to create a strategy for tackling poorer graduate outcomes, establishing objectives and success measures. There were also three low-risk findings.

Committee noted that the report was an advisory report and it was suggested that this area would be revisited for an internal audit in 18-24 months time. The Committee noted the report and the recommendations.

#### **AUDIT/2023/9. External Audit**

The Committee noted that the External Audit had recently started and no concerns were raised at this stage. The External auditors would provide a full report to the next meeting in November 2023.

#### **AUDIT/2023/10. Corporate Structure**

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

#### **AUDIT/2023/11. Any Other Business**

The Chair reported that this would be Simon Bishop last meeting as an External Member of Committee as he would be stepping down shortly. It was noted that Simon had been a member of Audit and Risk Committee for 8 years. Over that time, he had made a huge contribution to the Committee and was leaving the University and Committee in a significantly stronger position. The Committee thanked Simon warmly for his huge contribution and dedication to the Committee and wished him well for the future.

#### **AUDIT/2023/12. Date of Next Meetings**

The Committee noted the dates for the next meetings:-

Wednesday 1 November 2023

Wednesday 13 March 2024

Wednesday 15 May 2024



# Audit and Risk Committee Terms of Reference

## 1. Introduction

Appointed by Court, the **Audit and Risk Committee** (ARC) will oversee the University's arrangements for corporate governance, financial reporting, systems of internal control and risk management and the activities and processes related to these systems. This will include arrangements to ensure the University's compliance with the requirements of the Financial Memorandum between the University and Scottish Funding Council.

## 2. Committee remit

The mandate for the ARC is as follows:

### Financial reporting

Ahead of consideration by the Finance Committee and recommendations by the Finance Committee to Court regarding approval of the annual financial statements:

- Monitor the integrity of the annual financial statements of the University, reviewing significant financial reporting issues and judgments which they contain. In particular, the Committee shall review and challenge where necessary:
  - The consistency of, and any changes to, accounting policies on a year-by-year basis;
  - The methods used to account for significant or unusual transactions where different approaches are possible;
  - Whether the University has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditor;
  - The clarity of disclosure in the University's financial statements and the context in which the statements are made; and
  - All narrative reports presented with the financial statements, such as the operating and financial review and the corporate governance statement (as it relates to matters within the remit of the Committee)

### Internal control and risk management arrangements

- Keep under review the adequacy and effectiveness of the University's internal financial controls and internal control and risk management arrangements. In relation to the latter, the Committee shall consider:
  - the scope and effectiveness of the systems established by management to identify, assess, manage, and monitor financial and non-financial risks - to include regular review by the Committee of the University risk register, and attendance by a member or members of the Committee at University-level risk workshops; and
  - The internal auditors and, where applicable, management's assessments and reports on the effectiveness of the systems for risk management
- The Court retains responsibility for the review of the effectiveness of these systems of control and must form its own opinion despite aspects of that review being delegated to the Committee.
- Review the oversight and governance arrangements for risk areas on an annual basis.

### Internal Audit

- Monitor and review the effectiveness of the University's internal audit function in the context of the University's overall arrangements;
- Recommend to Court the appointment or removal of the internal auditors;

- Consider and approve the remit of the internal audit function and ensure that adequate and appropriate resources are made available for its work and that it has appropriate access to information to enable it to perform its function effectively and in accordance with relevant professional standards. The Committee shall also ensure the function has adequate standing and is free from management and other restrictions;
- Review and assess the annual internal audit plan and the annual report and conclusions and opinions arising from activities and findings;
- Review reports addressed to the committee from the internal auditor;
- Review and monitor management's responsiveness to the findings and recommendations of the internal auditor, including the extent to which recommendations have been implemented
- Develop, implement and monitor a policy for the supply of non-audit services by the internal auditor, taking into account any relevant ethical guidance on the matter;
- Review and assess value for money as part of the annual internal audit plan and annual report. Promote value for money through economy, efficiency, and effectiveness in the management of the University's resources and the management and quality assurance of data-

## External Audit

- Consider and make recommendations to Court for the appointment, re-appointment or removal of the University's external auditor. The Committee shall oversee the selection process and criteria for a new auditor and if the auditor resigns, the Committee shall investigate the issues leading to this and decide on any action required;
- Oversee the relationship with the external auditor, including (but not limited to):
  - scope of work and terms of engagement;
  - remuneration and its appropriateness to enable an adequate audit to be conducted;
  - assessing annually independence and objectivity considering relevant professional and regulatory requirements (including mandatory requirements in the University's Financial Memorandum with the Scottish Funding Council);
  - the qualifications, expertise and resources of the auditor and the effectiveness of the audit process;
  - seeking to ensure coordination with the activities of the internal audit function;
- Meet regularly with the external auditor, including at the planning stage before the audit and after the audit at the reporting stage;
- Review and approve the annual audit plan and ensure that it is consistent with the scope of the audit engagement;
- Review the findings of the audit with the external auditor, including a discussion of any major issues which arose during the audit, any audit and accounting judgments, levels of errors identified during the audit and the effectiveness of the audit.
- Review any representation letters requested by the external auditor before agreement by Court;
- Review the management letter and management's response to the auditor's findings and recommendations;
- Develop, implement and monitor a policy for the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter.

## Other matters

Consider the effectiveness of arrangements for:

- the investigation of fraud or other questions of loss, financial irregularity, or impropriety;
- University employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or the operation of internal controls. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;
  - ~~promoting value for money through economy, efficiency, and effectiveness in the management of the University's resources and the management and quality assurance of data;~~
  - the safeguarding of the assets of the University and of the use of its funds, particularly funds deriving from the public sector;
  - proper corporate governance.
- Consider any matters falling within its remit arising from reports of external bodies such as the Audit Committee of the Scottish Parliament, Scottish Funding Council, Audit Scotland, National Audit Office or UK Research Councils.
- Regularly review the University's policy on fraud and irregularity, including being notified of any action taken under those policies.
- Monitor other relevant sources of assurance for example other external reviews
- Receive reports of the outcomes of any investigations under the University's Whistleblowing procedure.
- Receive an annual report on any cases of research misconduct considered under the University's Policy and Procedures for Dealing with Allegations of Research Misconduct.

## Reporting

The minutes (or a report) of meetings of the Committee shall be circulated to Court.

The Committee shall submit an annual report on its work to the Court setting out the manner in which the Committee has discharged its remit and terms of reference and including views on the adequacy and effectiveness of the University's systems of internal control, risk management and governance. The Committee may wish to include in the report comment on the adequacy of the resources provided to it in order to carry out its work.

## 3. Scheme of Delegation

The following details the delegated authority for the ARC and shows how it is placed in the overall University Scheme of Delegation with escalation to Court:

Area of Responsibility	Limit	Lead Executive Role	Escalation To
Approve internal audit plan and reports	N/A	University Secretary and COO	
Approval external audit annual report	N/A	Executive Director of Finance	Court
Approve appointment, re-appointment and removal of internal and external auditors	N/A	University Secretary and COO	Court
Approve the remit of the internal audit function	N/A	University Secretary and COO	
Pre-approve representation letters requested by the external auditor	N/A	Executive Director of Finance	
Approve non-audit services by the external auditor	N/A	Executive Director of Finance	Court
Approve strategic risk mitigation	N/A	Executive Director of Finance	Court

#### 4. Committee Membership

This is a non-executive chaired committee with the following membership:

- Lay member as Chair
- 1 further lay member
- 1 Elected Academic Staff Member
- 3 further external lay members

In attendance:

- Principal
- Chief Operating Officer and University Secretary
- Executive Director of Finance
- Director of Risk
- Deputy Director of Finance
- Internal and external auditors

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

#### 5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 4 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will have the casting decision or recommend escalation to Court.

#### 6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Openly and constructively challenge internal and external audit and risk processes ensuring minimal risk exposure to the university
- Identify, assess and mitigate risk impacting corporate governance, financial reporting, systems of internal control and risk exposure at university wide level
- Activity and behaviour should embody the University's values ([click here for details](#))

#### 7. Conflict of Interest

The ARC will follow the [UofG procedure for the management of any conflicts](#). The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

#### 8. Format and cadence

The meeting schedule will be quarterly last 2 hours.

#### INPUTS

External. Not confidential

- ☐ UofG strategy and plan
- ☐ Annual financial statements of the University
- ☐ Accounting policies
- ☐ Internal and external audit plans and reports
- ☐ University strategic risk register and annual report
- ☐ Representation letters requested by the external auditor
- ☐ Whistleblowing reports
- ☐ Research Misconduct Annual Report

## OUTPUTS

- ☐ Revised papers and reports to Court
- ☐ Minutes

**Court Context Card Sept 2023 - Minutes from Information Policy and Strategy Committee on 25 August 2023**

Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)	
Speaker role	IPSC Chair	
Paper Description	Minutes of Meeting on 25th August 2023	
Topic last discussed at Court	20th June 2023	
Topic discussed at Committee	See summary below	
Court members present	G Stewart	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency		
Timing		
Red-Amber-Green Rating		
Paper Type	For Information	

**Paper Summary**

IPSC covered several topics including presentations on Technology Futures by Professor Ana Basiri and Grace Ferrell of Gartner, updates on cyber security, a Risk Assessment outline on the University's use of Microsoft products, an update on Project EOS, a review of the Programme/Project reports, and the Committee's Terms of Reference were reviewed.

IPSC reviewed the vulnerability management dashboard. Work was ongoing to determine a vulnerabilities target, the required pace to reach the target and what the balanced position would be in the longer-term.

IPSC received an update on Project EOS. The project was moving into its second phase. Since its launch, the benefits of Project EOS had been demonstrated around agility, enterprise management for Macs, standardisation through centralised procurement, reduced duplication, and end-to-end management of assets.

Project Reports were reviewed; no major issues were highlighted.

Topics to be discussed	As Court Wishes
Action from Court	To note and discuss as required
Recommendation to Court	To note
Relevant Strategic Plan workstream	Community, Connectivity, Challenges
Most relevant Primary KPI it will help the university to achieve	Enables all KPI's
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [ Risk 006 Student Experience; Risk 012 Campus Development Programme]
Demographics % of University	100% of staff and students
Operating stats % of	N/A
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

**University of Glasgow**  
**Information Policy and Strategy Committee**  
**Minute of Meeting held on 25 August 2023 at 13:00 – 16:00, Principal's Meeting Room/Zoom**

**Present:** Frank Coton (Chair), Susan Ashworth, Gregor Caldow, Paula Donoghue, David Duncan, Mark Johnston, Chris Pearce, Gavin Stewart, Bethan Wood

**Attending:** Ana Basiri (for item 1 only), Nina Douglas, Grace Ferrell (for item 1 only), Billy Howie, Hayley Jenkins, Alun McGlinchey, Andrea Roy (Clerk)

**Apologies:** Neil Bowering, Laic Khalique, Hailie Pentleton, Kenneth Robertson, Philippe Schyns

## **1 Technology Futures presentation and discussion**

### **a. Professor Ana Basiri, University of Glasgow**

Professor Ana Basiri (AB), Professor of Geospatial Data Science in the School of Geographical and Earth Sciences attended IPSC to present areas of her research in relation to development of theoretical and applied solutions to the challenges of 'new forms of data' such as missingness and biases. These solutions were based on the mindset that considered the bias, missingness, or low quality as a useful source of data to make inference about the underlying reasons for the missingness and bias. One application of this was extracting the 3D map of cities using the patterns of blockage, reflection, and attenuation of the GPS signals (or other similar signals), that were contributed to by the volunteers/crowd.

AB stated that in the era of big data, open data, social media, and crowdsourced data when we were "drowning in data", gaps and unavailability, representativeness, and bias issues associated with them may indicate some hidden problems or reasons of biases and missingness. These novel solutions allowed us to understand the data, society, and cities better.

AB highlighted that potential future implications for the University could be around teaching and assessing the work of students. Data was readily available to students, and it would be important for the University to understand this agile environment.

When asked about other roles/structures that might be needed for the University to ready itself for future technological developments, AB reinforced the need for interdisciplinarity in decision-making around IT and having mechanisms to ensure diversity was designed into systems.

AB recommended consideration of a compulsory University training course in data science/ethics. Understanding the potentials and risks around AI could help to understand its benefits and lead to more efficient use of AI.

The Chair, on behalf of the Committee, thanked Professor Basiri for the presentation.

### **b. Grace Ferrell, Gartner**

Grace Ferrell (GF), Principal Analyst for Education Technology at Gartner presented to IPSC about 2023 Higher Education Trends. The presentation included information based on intelligence gathered by Gartner about current priorities of CIOs and IT Leaders, an overview of 2023 top business and technology trends at Gartner and best practices.

GF outlined that the three most consistent themes noted from Education CIOs and their teams globally were:

- Cybersecurity (the #1 theme for the past 10 months): cyberattacks, implementing cyber solutions, and the evolving role of the CISO.

- Cloud and Infrastructure: wireless infrastructure replacement, upgrading access controls.
- Use of AI – ChatGPT: What were other institutions doing with ChatGPT? How do we stop ChatGPT use on campus? GF noted that while this remains a top priority for some institutions, others were keen to understand how they could best work with AI systems, recognising that students could/would use AI but that it would be important to ensure that they were also thinking critically. New ways of assessment would need to be explored, eg written or oral exams without the use of technology.

GF outlined 4 of the 12 key trends faced by higher education that emerged in 2023:

- Enrolment challenges: How institutions around the world were dealing with enrolment challenges, how student retention and enrolment on campus could be improved. GF noted that enrolment was skyrocketing in some areas such as India with the largest demographic of young people going into further education but enrolment was decreasing in other areas. It was noted that international student intakes declined heavily over Covid but that they were starting to rebound slightly though the situation remained variable. Some institutions were interested in a CRM to better communicate with students however GF stated that Gartner was hesitant to recommend nudge technologies as it could often have unintended consequences on students' health and wellbeing around 'over-notifying' them when there were issues with their attendance or academic progress.
- Health and well-being: How the growing mental health concern at schools could be addressed, staffing issues around advisors and counsellors.
- Composable ERP/SIS: Common trends in the SIS market. GF noted that many institutions used heavily customised student information systems that were difficult to move away from.
- Education pathways: How to prepare learners with just-in-time skills for the workforce. GF stated that institutions often had a direct employer link. It was noted that 53% of US graduates were either unemployed or underemployed following graduation.

Mark Johnston (MJ) asked what a realistic aim might be in addressing the 12 trends that Gartner had highlighted. GF stated that addressing 1-2 in a year would reflect good practice. It was recognised that achieving all 12 would likely not be possible but some initiatives could perhaps be undertaken with smaller ones in tandem.

The Chair, on behalf of the Committee, thanked GF for her presentation.

*Clerk's note: the slides and background information presented by GF were circulated to the Committee and attendees by email following the meeting.*

## 2 Minutes of the last meeting

The minutes of the previous meeting on 23 May 2023 (paper 1) were accepted as an accurate record.

## 3 Matters arising and review of actions

The IPSC Action Tracker (paper 2) was reviewed.

- **University dependency on Microsoft:** Included under item 7 on the agenda.
- [REDACTED]
- **Horizon scanning:** Included under item 1 of the agenda.
- **Incident training for managers:** This action remained open; plans should be progressed ahead of the next IPSC meeting.
- **Cyber Security training:** The Chair stated that it had been agreed that the programme of mandatory training would be built-upon to include this. The Chair agreed to update the Committee at a future meeting.



- **Multi-Factor Authentication coverage across University systems:** Included under item 5 on the agenda.
- **Investment Plan articulation of efficiency savings:** Included under item 6 on the agenda.

There were no further matters arising.

#### 4 IPSC Terms of Reference 2023/24

In order to maintain the accuracy of the UofG Corporate Governance webpages, the Court Office was committed to ensuring that the Terms of Reference (ToR) for each Committee remained up to date. The IPSC Terms of Reference for 2023/24 were reviewed (paper 3).

IPSC agreed that the remit of the Committee had broadened over the past year and the ToR should be updated to reflect the changes.

It was agreed that the Chair would update the ToR outside of the meeting and circulate the new version to the Committee for final comments prior to submission to the Court Office.

*Clerk's note: The draft ToR were circulated to IPSC on 1<sup>st</sup> September 2023 for comments. The ToR were submitted to the Court Office on 7<sup>th</sup> September 2023.*

#### 5 Information and Cyber Security

David Duncan (DD) and Alun McGlinchey (AM) presented an update on Multi-Factor Authentication (MFA) including an overview of the Cyber Score Card (paper 4). The information included the following items:

- **Sector highlights:** The University of Manchester and the University of the West of Scotland had recently experienced a cyber attack and were still recovering from the issues caused. Both institutions had confirmed data loss including personal and NHS data. UofG had accelerated several security initiatives in response to the rising threat level.

[REDACTED]

## 6 Investment Plan

Nina Douglas (ND) presented the Information Services Investment Plan Update (paper 05).

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- ND discussed the general risks included in the plan:
  - Building internal capabilities: significant investment had been made in resource over the past year however there was still some progress to be made. Noted was the need to challenge ‘optimism bias’ and to manage expectations around a realistic programme of delivery.
  - 35% of spend is classed as low-cost maturity and prices may differ significantly once business cases and solutions are formed eg Networking Ph4 will inform Ph5.
  - Economic factors: inflation exposure may be more favourable/adverse and external challenges may result in affordability concerns requiring reprioritisation or slowing of investment.
  - Fast-paced industry: industry moves fast, and it makes it challenging to plan beyond 2-3 years.
  - Lead times: There is still an impact felt around long lead times requiring forward-planning.
- Gregor Caldw (GC) referred to the earlier presentation by Gartner and the number of trends that CIOs would ideally pursue. GC reflected on the capability required to deliver across a spread of technological solutions, infrastructure packages and change programmes. Susan Ashworth (SA) agreed and emphasised that in addition Information Services’ ability to deliver big projects eg CRM, capability needed to be considered more broadly to account for people in Colleges who were depended on to engage with these projects. MJ agreed to work with Neil McChrystal (NM) on a presentation to a future meeting of IPSC on capability alignment and, in concert, ND would lead work to assess the deliverability of projects within the portfolio to inform a future reshape of the investment plan.

**ACTION: MJ, NM,ND**

The Chair advised that the Networking project was entering a critical phase from a cost perspective. A series of pilots would soon be delivered as part of that project to gain insight into the likely longer-term costs, which were expected to be substantial, given the scale of the project. There had been lessons learned from the work undertaken at the Dumfries campus. The Chair advised that the project had been contained within the estimated budget at Dumfries. The Chair noted that contingency for the Information as a Service (IAAS)

project had not been drawn upon and had been returned, a demonstration of rigour in costing. Accurate costing for the network project would be difficult due to unknown/unforeseen costs.

The Chair, on behalf of the Committee, thanked ND for the presentation and thanked colleagues for their input into the discussions.

## **7 Microsoft Risk Assessment**

MJ presented risk assessment information about using Microsoft as providers for major University-wide systems (paper 6).

[REDACTED]

[REDACTED]

[REDACTED]

The Chair, on behalf of the Committee, thanked MJ for the presentation and thanked colleagues for their input into the discussions. The Chair recommended reviewing this at a later date with possible input from Neil McChrystal in terms of a forward plan around optionality to ensure the University's position around its use of Microsoft is protected in the longer-term.

## **8 Project EOS Update**

Peter Mitchell (PM), Assistant Director End User Computing, was in attendance for this item. PM presented an update on Project EOS to IPSC.

PM advised that the aims of Project EOS were to deliver a new range of support services for end users' devices. The new services securely supported the end-to-end life cycle for end user devices from procurement to disposal, for both Mac and PC using self-service. MyDevice supported PC laptop device management, currently 1200 devices, and from July 2023, MyMac became the default system for Mac devices. PM advised that three colleagues supported the MyDevice and MyMac services.

The project was moving into its second phase to look at other procurement options following improvements in the supply chain post-Covid. Since its launch, the benefits of Project EOS had been demonstrated around agility, enterprise management for Macs, standardisation through centralised procurement, reduced duplication, and end-to-end management of assets. PM advised that work was ongoing to produce a video about the work undertaken so far and about how the University's successful experience with JAMF could be shared with Apple.

The Chair noted that GC had shared a comment with him prior to departing regarding an indication of the financial benefits of the project. PM advised that it was Jennifer Davies' intention to produce a final financial report on this; the report would be presented at a future meeting of IPSC.

**ACTION: PM, Clerk (for agenda)**

The Chair advised that GC had also requested information about when this would be enacted across the whole University. PM advised that work was ongoing to plan forward, and a schedule could be proposed; PM expected to have most of the unmanaged estate gone or the risks understood, isolated and addressed by the end of 2024.

CP highlighted a concern that he had been made aware of with regards to MyMac and the level of control that users would have or not have with regards to device coding requirements. PM advised that initial feedback from researchers indicated that researchers found the MyMac system easier however there was a comprehensive opt-in/opt-out plan in place.

## **9 Programme/project reports**

The IPSC Project Reports were included under paper 7.

The Chair asked for any comments on the Reports to be fed back through the Clerk.

## **10 AOB**

There were no further items for discussion.

## **11 Date of next meetings**

Dates of future meetings were noted as follows:

- 9 October 2023 at 10:00 – 12:00, Melville Room
- 17 January 2024 at 11:00 – 13:00, Melville Room
- 13 March 2024 at 10:00 – 12:00, Room 251, Gilbert Scott
- 9 May 2024 at 14:00 – 16:00, Melville Room
- 29 August 2024 at 11:00 – 13:00, Venue TBC
- 24 October 2024 at 14:00 – 16:00, Venue TBC

**Court Context Card - P&OD Committee -27 September 2023**

Speaker	Ms June Milligan
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 21.06.23 (incl. JCCN Minute of the 05.06.23 <b>Annex 1</b> & EDSC Minute's from the 13.03.23 <b>Annex 2</b> )
Topic last discussed at Court	Apr-23
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	<ul style="list-style-type: none"> <li>·The Committee heard a strategic update on Equality, Diversity and Inclusion activity majoring on reporting and KPIs, the Together Against Racism Campaign and the University's approach to addressing gender-based violence.</li> <li>·The Executive Director of People and OD provided a strategic update highlighting the progress aligned with the P&amp;OD Strategic Plan, including the future Operating Model for P &amp;OD, Employee Relations, Colleague Engagement and New Ways of Working, alongside other substantive items covered on the agenda.</li> <li>·Colleagues from the Occupational Health &amp; Wellbeing Team presented an update on the Health &amp; Wellbeing Strategy and outlined plans for the new Health &amp; Wellbeing function which will drive a more proactive, embedded and digitally enabled service provision whilst driving culture change that places wellbeing at the heart of the employee experience.</li> <li>·The Director of Performance &amp; Reward gave an update on progress in relation to Career Pathways that will encapsulate a broader career framework inclusive of role profiles, case studies, career pathways and internal mobility mechanisms which will support colleagues in driving their careers, supported by the relevant line management structure, and enabled by the University.</li> </ul>
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	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University.
Suggested next steps	N/A
Any other observations	

**University of Glasgow**

**People & Organisational Development Committee**

**Minute of meeting held on Wednesday 21 June 2023**

**Present:** Dr June Milligan (JM), Christine Barr (CB), Rob Goward (RG), Prof. Sara Carter (SC), Shan Saba (SS), Prof Nick Hill (NH), Susan Ashworth (SA), Dr David Duncan (DD), Prof. Kirsteen McCue (KM), Prof. Frank Coton (FC), Chris Branney (CBr) (Minute) & Laura McCrimmon (LM) (Technical Support)

**By Invitation:** James Hamilton (JH) - Director of Organisational Development, Mhairi Taylor (MT) – Head of Equality, Diversity & Inclusion (Item 3), Hazel Bookham (HB) – Head of Occupational Health & Wellbeing & Margaret Thomson (MT) – Health & Wellbeing Advisor (Item 5), Lesley Cummings (LC) – Director of Performance & Reward (Item 6)

**Apologies:** Martin Glover (MG), Paula McKerrow (PMcK)

**Executive Summary:**

- The Committee heard a strategic update on Equality, Diversity and Inclusion activity majoring on reporting and KPIs, the Together Against Racism Campaign and the University's approach to addressing gender-based violence.
- The Executive Director of People and OD provided a strategic update highlighting the progress aligned with the P&OD Strategic Plan, including the future Operating Model for P &OD, Employee Relations, Colleague Engagement and New Ways of Working, alongside other substantive items covered on the agenda.
- Colleagues from the Occupational Health & Wellbeing Team presented an update on the Health & Wellbeing Strategy and outlined plans for the new Health & Wellbeing function which will drive a more proactive, embedded and digitally enabled service provision whilst driving culture change that places wellbeing at the heart of the employee experience.
- The Director of Performance & Reward gave an update on progress in relation to Career Pathways that will encapsulate a broader career framework inclusive of role profiles, case studies, career pathways and internal mobility mechanisms which will support colleagues in driving their careers, supported by the relevant line management structure, and enabled by the University.

**POD/23/12 - Welcome & Apologies – Opening Remarks**

JM welcomed the Committee noting apologies from MG and PMcK.

**POD/23/13 – Update from Court**

JM gave an overview of key developments from Court, which focused on finance, research reporting and student experience. It was noted that modest savings had been delivered through the transformation agenda with a shift from efficiency gains to cash savings. The April Court meeting also saw some challenging conversations on areas of diversity and inclusion, including a call for the University to continue to drive progress in this area. The theme of under-representation (including the diversity of Court membership) and University performance against the comparative BME UK population, was also explored. It was noted that the University has taken an important stand in our comparative performance against the UK population and due pride acknowledged in the adoption of a transparent and ambitious approach. Declaration rates (across numerous areas) remained low, and it had been agreed these matters would be reported back to the Committee given this backdrop, prior to an update to the next meeting of Court in September.

**POD/23/14 – Equality, Diversity & Inclusion Strategic Update**

MT provided a strategic update on ED&I activity consistent with the strategic themes of 'Living Our Values', 'Maximising Organisational Capability' and 'Employee Experience', commensurate with the Public Sector Equality Duty (PSED) Equality Outcomes.

The Mainstreaming Report 2021-23 includes strategic and structural examples of mainstreaming, internal/external influences on the University and the challenges and opportunities faced whilst noting key headlines from the Staff Equality Monitoring Report with respect to continued growth in the international staff and LGB communities declaration rates.

The Code of Professional Conduct for colleagues places an emphasis on expected standards of behaviour, whilst the use of the online reporting tool has seen significant growth in the last year.

The impact of the 'Ross Report' has shaped the work within EDI this year with activities ranging from GBV campaign planning, policy reviews, training and development and progress towards the introduction of new approaches to handling complex cases.

Over 1000 'anti-racism' training spaces were offered (and were well received) in support of the University's 'Together Against Racism' campaign. In addition, an 'Ethnicity and Recruitment' team has been established to conduct research and understand views and experiences that will inform an action plan.

Low declaration rates remain an issue relative to the University's Diversity related KPIs (on ethnicity and disability status) despite regular communications encouraging disclosure. 15-20% of colleagues have not provided this data. EDI metrics remain a positive section of the Colleague Engagement Survey and, with the exception of 'mixed and multiple ethnic group categories', ethnic minority colleagues have a positive experience in comparison to their white colleagues.

The Committee welcomed the breadth of work undertaken by the team. It was recognised that a common challenge is supporting individual understanding in the use of their data. Challenges around data capture were explored including the potential for individuals to disengage where their identity is not specifically listed. The Committee recommended wider sharing of the good work undertaken to date in tackling perceptions that data capture is a 'tick box' exercise, perhaps through offering high-level summaries at School level. A common statement should be considered, for use at points of data capture to help colleagues understand what their data will be used for.

The Committee recorded that this was a broad and nuanced discussion and recognised that the full context cannot be entirely reflected in summary note form. The Committee also recognised that the context of KPIs is highly important and that it was commendable that the University was pushing targets beyond the norm.

#### **POD/23/15 – P&OD Director - Strategic Update**

CB provided an update on the delivery of the People & OD Strategy.

##### P&OD Strategy & Future Operating Model

There has been a significant focus on the future P&OD operating model and longer-term aspirations. This will set a standard and a future direction for user-centric people services, fundamentally requiring a new mindset, capabilities and a forward looking way of thinking as the model separates out transactional activities and strategic transformative capabilities (including business partnering), enabled by systems, processes and people.

The new model will encompass a tiered approach to service delivery, ranging from Tier 0 (self-service) through to Tier 3 (strategic activity), backed by substantial investment in systems and technology platforms through to 2027. The shift will be a challenging one for client groups although the concept of self-service is increasingly becoming the norm. A base level of self-service is already established however the current HR system capability is generally maximised, subject to exploiting any further opportunities to improve (e.g. analytics) in partnership with Information Services.

The Committee heard that the upcoming focus will be on three major aspects including a Shared Service Helpdesk, a UKVI Hub and an ER Casework Hub. Early learnings from experiences elsewhere have emphasised the importance of clearly defining 'handoff points' across hubs and associated processes.

The most recent P&OD Away Day majored on this with the concept having been well received by colleagues with recognition that this development will bring opportunities for career development and enabling true business partnering, alongside supporting strategic planning, change, and OD activity.

The Committee also heard how emerging technologies such as AI will have a role to play in service delivery but emphasised the importance of clarity of the purpose of AI based solutions e.g. to support processes or efficiency and not to inform resourcing related decisions.

The Committee welcomed the update and supported the direction of travel, noting the importance of improving efficiency, building capacity, enabling individuals to add value and enabling true business partnering. It was agreed that a fuller update will be provided at a future meeting.

#### Employee Relations

The University continues to work through the challenges of the ongoing Marking and Assessment Boycott with all students able to graduate, albeit some without degree classifications. The extent of any such impact is largely localised with c.250 people having participated so far. It remains difficult to see a way forward at the national level although constructive dialogue continues at a local level.

The Committee recognised the significant effort on the part of Heads of Schools and their teams in managing the action so effectively (supported by Professor Martin Hendry as Clerk of Senate), which goes way beyond measuring and reacting to participation, in preserving and/or repairing relationships where divisions have occurred.

CB confirmed that the University performs comparatively well in any RG analysis of pay competitiveness with very low staff turnover in response to a question relative to our pay benchmarking and positioning. Further, the institution remains the only HEI having made an exceptional pay award last year beyond the level agreed nationally.

#### Colleague Engagement

Action plans are progressing across the University in response to themes identified in our Colleague Engagement survey in October 2022. P&OD colleagues are currently involved in collating a cross-institutional view of work conducted to date to understand progress towards the strategic KPI on continuously improving colleague engagement and sharing good practice across the University. The next survey scheduled for later this year will be conducted in partnership with Professor Chris Pearce and his team with the inclusion of Research Culture based questions in minimising duplication.

#### New Ways of Working

Following significant progress in embedding hybrid and agile working practices, the New Ways of Working Group is in the process of identifying and implementing any outstanding actions over the next six months, beyond which any remaining tasks will be mainstreamed into 'business as usual' activities across our IT and Estates departments. Future activity will be taken forward by the UofG Network Improvement Programme and the Workspace Futures 2023 Initiative focused upon improving our data networks and estate.

#### Policy Developments

Following extensive consultation with Trade Union colleagues and other relevant stakeholders, the draft Colleague Social Media Policy has now been approved by SMG and will be launched over the summer months.

#### Political, Civil Service & Other Related Appointments

The Chair of Court had requested that an update be provided to People & OD Committee with respect to appointments of particular interest where there may be a perceived conflict of interest. The Committee noted the update and its responsibility in providing effective oversight of strategic talent acquisition and recruitment processes with regards to such appointments without the need for detailed reporting.

### **POD/23/16 – Wellbeing Strategic Update**

HB and MT provided an update on the Health & Wellbeing Strategy, outlining plans for the new Health & Wellbeing function which will play a crucial role in the creation of a culture of wellbeing. A modernisation programme (underway) will provide an enhanced, less reactive and more embedded service and digitally based service provision.

Recruitment and retention remain key challenges for the service (as it is across the sector nationally) while existing accommodation and equipment present some challenges (e.g. relating to functionality and access).

The next phase of the strategy will focus on excellent (prevention focused) colleague wellbeing.

The Committee shared views on effective leadership engagement with this agenda and the means through which this might be strengthened, and the metrics that might be utilised for this purpose in



measuring success. The colleague engagement survey and attendance levels are two key measures of performance.

The Committee recommended that consideration be given to increasing integration with local areas to better understand business needs in order to tailor support accordingly.

#### **POD/23/17 – Career Pathways / Pay & Grading Project**

LC provided an overview of progress relative to Career Pathways and the Pay & Grading Project with the latter effectively paused given the national landscape (in relation to industrial action).

Work on career pathways has adopted a broader focus including a 'career frameworks' and the introduction of an approach to career development that enables career opportunities and options, review role competencies, evaluates skills gaps and plans for development through self-directed career navigation. It is anticipated that such a framework will provide an effective talent pipeline and enhance the value proposition to support attraction and retention of top talent, although turnover within the University remains particularly low, which brings its own challenges in opening up career pathways.

The Committee was reminded that there is a well-established framework for academic colleagues but no equivalent for Professional Services colleagues.

The Committee heard how career mobility strategies will be driven by three key areas including internal mobility policies/procedures, coaching-focused training for managers and career ladders/latticed pathways, which will support and help individuals to navigate and take charge of their own careers, supported by their manager.

The Committee recognised the overlaps between career progression and the earlier topics of diversity and inclusion plus health and wellbeing. The developments were warmly welcomed, and the importance of leadership was emphasised as a key factor in building the design.

It was acknowledged that development or progression may not be for everyone. Some colleagues are committed to performing to a high standard within their roles and may not wish to pursue such opportunities. Recognition was given to maximising the benefits of in-role development through enriching existing remits and enabling more engaging work in preference to upwards development.

Progressive work elsewhere around Technicians, collaborative research facilities and shifting culture around the management of research contracts will all support positive progress in this area offering either collaborative/developmental experiences and/or increasing potential development routes (i.e in a matrix model).

#### **POD/23/18 – People Analytics**

Our contingent international staff population continues to grow following a number of successful global talent search campaigns in the last 12 months. Our progress in University rankings, facilities and campus developments continue to make the University an attractive prospect for candidates.

Questions were raised around the direction of travel in relation to women in senior roles. CB advised that the direction of travel is gender balance by 2030. If current projection rates continue, the target may be in the region of 2-5% behind target, with strategies in place to address this potential shortfall while recognising that this was always a stretching target.

#### **POD/23/19 - Draft Minutes of the EDSC (13.03.23) & JCCN (05.06.23)**

The minutes of the March EDSC and the June JCCN were noted by the Committee.

#### **POD/23/20 - Minute of Meeting & Matters Arising (28.02.23)**

The minutes of the previous meeting in February were approved.

#### **POD/23/21 – Closing Remarks**

JM expressed her thanks to the Committee for their positive contributions and dialogue over the years of chairing the Committee, with this being her last as Convenor. DD thanked JM for her 5 years of support and stewardship in chairing the Committee and all members of the Committee extended their best wishes for the future.

**Joint Committee of Consultation  
& Negotiation (JCCN)**



**JCCN MINUTE**

5 June 2023  
11.00 – 12.30

Present		In Attendance
David Duncan (DD)	Vice Principal – Operations / COO	Lesley Cummings (LC) – Director of Performance & Reward – Item JC348
Christine Barr (CB)	Executive Director of People & OD	
Elise Gallagher (EG)	Dep. Director P&OD	
Claire Williamson (CW)	Head of P&OD (University Services)	
Alex Gibson (AG)	GMB	
Chris Kennedy (CK)	UNITE (CHAIR)	
Liz Turner (LT)	UNISON	
Richard Reeve (RR)	UCU	
Vlad Unkovski-Korica (VUK)	UCU	
Apologies	Frank Coton - Snr Vice Principal / Deputy VC (Academic) Maureen McBride (UCU)	

**JC345 Welcome, Notes & Matters Arising**

CK welcomed everyone to the meeting. The note of the meeting of 7 February 2023 was noted as a true record of the meeting. There were no further matters arising with all major items covered on the agenda.

**JC 346 Industrial Relations Update**

DD gave a general update on the national position. The position remains that negotiations are at an impasse and the ASOS (marking and boycott) is ongoing. It is hoped that national negotiations will resume at some point, but it is unclear at this stage what steps will lead to this.

RR confirmed that UCU had rejected the nationally negotiated position as inadequate, and the focus of UCU was to try to drive progress through local action. UCU are also concerned about the maintenance of academic standards, including holding concerns over the way in which marking is being reallocated. DD confirmed that the University will not allow the boycott or the University's response to it to impact academic standards.

CK advised that Unite remain in dispute over pay and are currently running a consultative ballot on potential action over the pay deal for 2023/24. It is anticipated that this may lead to statutory ballots for action across a wide number of institutions.

**JC347 Recognition Agreement Refresh**

EG referred to the cover paper summarising the proposed changes to refresh the Recognition Agreement. This work ensures the agreement is up to date and reflects the way that the University and trade union colleagues work together. JCCN are expected to agree to the changes before it progresses to be signed off.

Facilities time remains a point of contention, although recent increases in allocation have been awarded. Aside from potential further discussion on time allocation, there remains scope for further discussion on the 'mechanics' of how facility time works in practice.

CK welcomed the recognition of Equalities Representatives in the document. Further work is anticipated to explore the concept of data sharing more fully (i.e. the sharing of new start and/or leavers data).

RR raised the concept of each side having a formal Chair (referencing the same approach at the University of Edinburgh). This would be different from the current 'rolling chair' and may see, for example, the Convener of the Joint Union Liaison Committee serve as formal chair at JCCN. CB advised that this was a matter for the joint trade unions to consider but this would need to fit with the JCCN membership framework (i.e. the JULC Convener would need to sit on JCCN, but without adding to the overall numbers cited in the Recognition Agreement). RR suggested there may be benefits to an independent chair (that would not

participate in discussions) however it was noted that the group had moved away from this approach in the past.

RR would like to revisit the facility time agreement soon, citing that in spite of recent increases it was not reflective of the time required. It was suggested that a formula (linked to membership size plus a set allocation for core meetings and duties) be adopted, referencing the approach adopted at the University of Edinburgh. CB advised that the University has been working well in partnership with trade union colleagues for many years. The referenced Edinburgh allocation was particularly generous compared to others and there would be a desire to understand what would be offered in return for such an allocation. RR advised that colleagues are struggling with balancing workload and trade union duties and suggested that a larger allocation would support earlier intervention to stop issues growing into bigger problems, which would be of benefit to the University. CK echoed the same view on behalf of Unite. EG advised that currently not all of the available facility time has been allocated. The allocations are reflective of membership size (as evidenced by recent increases) albeit not based on a precise formula. EG suggested that there may be more to explore around how colleagues are released to carry out their duties. CB agreed that there are a number of substantive committees that do require a significant time investment and perhaps there is scope to do more in this space to minimise associated workload.

RR referred to the 0.5FTE allocation for specific projects attached to UCU and advised that the agreement back in October 2022 was actually for 2FTE to be used across all unions as required.

The group agreed to the drafted changes to the Recognition Agreement, noting that there were clearly matters to explore further.

#### JC348 **The Career Pathways and Pay & Grading Project Update**

LC gave the group a general update on progress relating to the Pay & Grading Project, noting that JULC has submitted a pay principles document. LC believes that the University is in a good place in this space in terms of delivering on a broad range of provisions you would expect to see under a strong pay policy.

There is significant work under way on job evaluation activity with many panels running over the coming weeks. Any modelling on potential future pay spine has however been paused on the basis that there is a lack of clarity at the national level and there would be a significant risk of having to undo or redo any earlier work done as and when clarity emerges. LC was aware however that trade union colleagues disagreed with this approach.

RR referred to challenges in securing administrative support, for example to support the more formal taking and sharing of notes of meetings, and was disappointed to note that such support did not currently seem to be available as this had an impact on project work.

UCU believed that it was unhelpful to pause the work and cited a view that modelling activity may help to better understand issues (and implications), particularly around known pain points (e.g. Grade 6, lower grades). LC advised that the job evaluation process will run until at least the end of July. There is therefore still a body of work to be done before any modelling activity would be carried out. Structures and processes are in place to commence modelling when ready, but LC's position remains that it would not prove fruitful to carry out such work until progress on national pay spines are advanced further. DD noted frustration at the national stalemate, which was hampering progress in this area. DD agreed that it would not make sense to progress until national progress was made. CK noted that it was frustrating to see progress hampered in this way. CB advised that the University will not look at pay and grading/pay modelling whilst in dispute. There was a significant volume of work underway and there was a limit to what could be achieved.

RR also noted a view that insufficient credit is given to those carrying out duties out-with their job descriptions and this was something that required attention. EG advised that there were likely some more peripheral matters that could be agreed upon now whilst others can likely be parked to come back to at a later date. RR referred to Prof Frank Coton's (FC) recent comment that academic colleagues should be able to aspire to achieving Zone 2 Professorship. That aspiration or route however was not public, nor was there an equivalent for professional services colleagues. RR suggested it may be helpful to consider this and to agree a form of words to underpin future work on this. LC noted that this had been discussed previously and it just wasn't practical for everyone to aspire to achieve grade 10. It was accepted that perhaps the focus needs to be on the 'potential' and not necessarily the ability to do so.

CB responded with summary points to confirm again that the University will not progress modelling on pay and grading whilst in dispute. CB also noted that any concerns around resourcing were for P&OD to consider and resources will be utilised where they are needed most. CB added that the aspiration FC referred to was a long-running aspiration (since 2012) and included a reference to a minimum of grade 9.

#### JC349 **Updates**

**Change Projects** - CK referred to the MVLS organisational change relating to the new Glasgow Precision Oncology Lab (GPOL) noted that Unite were keen that it was important to avoid possible perceptions that the University wasn't simply closing one unit and opening another as a way of exiting staff. It was accepted this was not the case however the local team in MVLS were aware. RR will also engage with Prof Gerry Graham regarding concerns about availability/location of expertise for labs following changes to College Research Facilities.

**Policy Review Group** – It was noted that the Colleague Social Media Policy had now been approved at SMG and would be taken to Senate (for information) before being launch over the summer months. External Relations colleagues are also considering proposals to develop complementary training for colleagues.

**CCF** – It was noted that the figures are generally starting to settle in terms of trends, however remnants of the post-pandemic phase are still present as evidenced by the current drop in percentage terms of fixed-term colleagues at risk (compared to the same period last year when circa 80 colleagues were at risk in the Glasgow Diagnostics Lab in MVLS).

#### JC350 **AOCB**

No further items were raised and the meeting was brought to a close.



**Equality and Diversity Strategy Committee**

Minutes of Meeting held on 13 March 2023 at 10:00

Zoom Meeting

**Present:** Prof Sir Anton Muscatelli (Convener), Mrs Christine Barr, Prof Sara Carter, Prof Moira Fischbacher-Smith, Ms Kirsteen Fraser, Mrs Emma Gilmartin, Ms Uzma Khan, Prof Iain McInnes, Dr June Milligan, Ms Hailie Pentleton, Miss Rachel Sandison, Ms Mhairi Taylor

**Apologies:** Prof Muffy Calder, Dr David Duncan, Dr Robert Partridge, Ms Rinna Vare

**Attending:** Dr Katie Farrell, Prof Jo Gill, Mrs Janell Kelly (clerk), Dr Nighet Riaz

**Welcome and apologies**

The Convener welcomed existing and new members and acknowledged the apologies received. He advised Prof Gill, along with Dr Farrell and Dr Riaz from the Equality and Diversity Unit, were observing the meeting.

**1. Minutes of the previous meeting – EDSC/20221125/Minutes 1.0**

The minutes were approved.

**2. Matters arising – Paper 1**

Members acknowledged several actions had not yet progressed. The following updates were provided.

Action 1 - Dignity at Work and Study Policy

M Taylor advised discussions have commenced with Student Conduct and other colleagues on whether any changes to the Policy will be required following the recommendations from the Ross Report. She confirmed if any changes were required, EDSC would receive details of those at the June meeting.

**ACTION: EDU**

Action 3 – Ross Report

Members noted this would be discussed as an agenda item later in this meeting.

Action 4 - Wellbeing Framework for Students

M Taylor noted R Partridge had sent apologies and no update was made available.

Action 5 - Non-academic student misconduct

M Taylor noted some progress has been made on this which would be covered within the Ross Report Update item later in the agenda but had not further update from R Partridge.

The Convener asked that R Partridge be requested to provide a written update on both these actions. EDU to circulate to members, once received.

**ACTION: R Partridge/EDU**

Action 7 – Evidentiary ‘grey areas’ in relation to disciplinary cases

K Fraser will raise with JULC colleagues what guidance around evidentiary ‘grey areas’ in relation to disciplinary cases the Unions would like.

**ACTION: K Fraser**

Actions 8 & 9 – Mainstreaming Report and SFC’s ‘Persistent Inequalities’

M Taylor confirmed both these items would be covered later in the agenda.

The Convener requested D Duncan be requested to provide a written update for Action Point 2. EDU to circulate to members, once received.

**ACTION: D Duncan/EDU**

The Convener requested a change in the agenda in order, to allow for the Equality Champion’s updates next.

### 3. Equality Champions Updates

#### 3.1 Race

U Khan advised Police Scotland, which had recently declared itself as an anti-racist organisation, had been hosted by the University as they wished to learn from the University’s ‘Together Against Racism’ campaign. Members noted a further session may held with Police Scotland’s Senior Chief Constables.

Members welcomed the recent work to produce a ‘Voices for Change’ video with three Student Union Presidents where they spoke of their own reactions to the campaign and their positive feedback on it.

#### 3.2 Religion and Belief

I McInnes reported on recent a successful visit by the Moderator of the Church of Scotland. He advised discussions continue with the Glasgow University Muslim Students Association (GUMSA) around suitable accommodation for Friday prayers, in particular during Ramadan; these remain positive.

I McInnes noted the University Chaplain, Dr Rev Carolyn Kelly, has put forward a proposal on how the Chaplaincy can play a wider role across the whole University community. He noted the proposal would be discussed with both Prof Martin Hendry, Clerk of Senate and C Barr and, if appropriate, would bring this to the next EDSC meeting.

K Fraser asked what support Chaplaincy staff and Honorary Chaplains had access to, given the sensitive and distressing situations they deal with on a regular basis. C Barr offered to meet with K Fraser to confirm all the support available to those in Chaplaincy.

#### 3.3 Age

M Taylor reported the SFC’s ‘Tackling Persistent Inequalities Together’ report (Paper 4) includes a National Outcome for older/mature students. The University will investigate whether there is a need to implement any actions to address this.

#### 3.4 Disability

C Barr reported it had been a very busy period since the last meeting. She highlighted the Heads of School Forum had hosted a ‘Hidden Disability’ session, where disabled colleagues shared their lived experiences in the workplace. Members noted the event was so well received, a further event is planned for a wider

audience. C Barr reported work continues following completion of focus groups with disabled (and ethnic minority) academics in relation to their experiences of the promotion processes.

She noted the Disability Equality Group reviewed the most recent Colleague Engagement survey and the Disability Extract of the latest Staff Equality Monitoring report. Members noted Clare Craig, Head of Student Wellbeing & Inclusion and colleagues within Service have been working to implement the improvements required resulting from Student Disability Review report. Members noted Ian Campbell, Executive Director of Estates, had attended the meeting, at the invitation of C Barr.

C Barr expressed colleagues' long-held concern about the ability of the University to meet the disability related needs of our students, citing both lack of understanding, willingness and investment in the Estate and some support functions, which have resulted in serious detrimental effects to some student's studies. She confirmed she will continue to work with all areas involved, but called for members on this and other relevant committees to attend those meetings, or send suitably senior deputies to ensure decisions can be made timeously, and then to take reported issues forward as a matter of urgency.

The Convener confirmed he had met with C Barr and D Duncan to discuss ongoing disability and accessibility related issues. The Convener acknowledged the University's historic estate may make building accessibility adjustments difficult. He noted the lack of early knowledge on students' needs will also affect the University's ability to react in a timely manner to make any required changes to timetables or buildings.

M Fischbacher-Smith welcomed C Barr's comments. She clarified, as Chair of the Refurbishment Working Group, the University has strict principles for accessibility but noted a perceived lack of connected or forward thinking within Estates on these issues and called for a 'senior' named contact for this.

M Fischbacher-Smith reported approximately 300 students have physical accessibility requirements and highlighted the ongoing project with Timetabling and Disability Services looking to improve the planning of room allocations for those with the most complex needs.

J Milligan noted the potential reputational risks and called for a programme of works from Estates on some of the main accessibility issues, particularly around the Gilbert Scott building which is used for high profile events, to address our legal responsibilities for ensuring students, staff and visitors can fully participate in the life of the University.

The Convener requested C Barr continue her discussions with Estates colleagues and for EDSC receive a written report on progress in, or reasons for not, addressing all the issues at the next meeting and to ensure Estates to confirm a 'senior' point of contact for this work.

**ACTION: C Barr**

R Sandison clarified Admissions colleagues have been working with the Disability Service to improve IT systems in order to provide the ability for applicants to declare a disability much earlier, thus enabling early supportive conversations with the Disability Service about potential adjustments. Members also welcomed a call for a culture change around attitudes to disability across all aspects and areas of the University.

### 3.5 Gender (Sex)

S Carter reported on the University's programme to celebrate International Women's Day. The Convener highlighted the opening of the Emma Ritch Law Clinic, which will focus on supporting victims of gender

based violence.

S Carter reported the Gender Equality Group (GEG) met to review and discuss the Ross Report and the progress on the related Action Plan. GEG members also discussed the importance of those areas within the report where actions were required but were not official recommendations.

Members supported the University signing up to [The Guild](#)'s 'Call to Action on Gender Based Violence' noting some work would be required to meet the full requirements.

### 3.6 Mental Health

M Taylor reported on discussions on whether the University would participate in the Student Minds Mental Health Charter. Members noted it was felt this would not be appropriate at this time.

Members welcomed discussions with the Scottish Mental Health Arts Festival organisers with a view to hosting or sponsoring events on campus.

### 3.7 LGBT+

M Fischbacher-Smith noted the equality group met in early February, following the first ever [rainbow light-up of the Gilbert Scott Building to mark the start of LGBT+ History Month](#), stating it had been a powerful statement. She provided members with an overview of the items discussed and advised a meeting had been held with Stonewall to ensure the University is making the most of its membership.

### 3.8 Sanctuary

R Sandison reported a new oversight group has been established to review and update the University of Sanctuary Action Plan. She advised the University hopes to offer free 2-year English ESOL (English for speakers of other languages) courses and confirmed work continues through Prof Alison Phipps on the New Scots refugee integration strategy. Members welcomed the training delivered to External Relations colleagues by Scottish Refugee Council.

Members welcomed the vigil held to mark the 1-year anniversary event for the war in Ukraine. R Sandison advised, as part of twinning programme with three Ukrainian universities, over 120 Ukrainian students have joined the University during the year and confirmed the same level of financial support will be provided during the 2023/24 academic year. Members welcomed the recent funding bid submitted to Universities UK International (UUKI) to support research collaboration with those University.

Members also welcomed the support being provided for those affected by the Turkish/Syrian earthquake.

## 4. **Ross Report Update – Presentation**

M Taylor provided an overview of the Ross Report and updated members on progress towards addressing the recommendations. Members noted the progress made on recommendations 1, 2, 5, 6, 7 & 16.

M Taylor provided a detailed update on actions relating to recommendation 9: (non-academic) Student Conduct.

The Convener advised, following a restructure, Alistair Wilson, Deputy Secretary & Head of Legal, will have oversight of the new Non-academic Student Conduct team, now based within Court Office.



Members welcomed the additional activities which have been taking place, including discussions on embedding 'care and support' throughout processes for all involved, and discussions on activities relating to the 'spirit' of the Report.

R Sandison and E Gilmartin confirmed External Relations continue to review Gender Based Violence (GBV) information on the University's website and advised discussions have begun on developing a related University campaign.

K Fraser welcomed the recruitment of Safeguarding roles but called for all staff, especially Advisers of Study, to be reminded of or receive training in their wider safeguarding responsibilities for both colleagues and students. M Taylor agreed and confirmed the Policy and communication of it will be fully reviewed with the new Safeguarding team, once they are in place. Members emphasised the need to resource the Safeguarding Team properly and for the SMG Working Group to discuss this matter further.

**ACTION: S Carter/M Taylor**

M Taylor agreed to provide the wider SMG audience with an update on all the current activities. M Taylor also noted a further progress report will be brought to the next EDSC meeting.

**ACTION: EDU**

## **5. Public Sector Equality Duty**

### **5.1 University of Glasgow – Equality Mainstreaming Report 2021-23 – Paper 2**

Members welcomed all the activities and progress shown within the University's Mainstreaming Report, noting the report only captures a snapshot of the extensive work done across the University. Members endorsed and approved the Mainstreaming Report for publication as part of the University's requirements of Public Sector Equality Duties (PSED).

### **5.2 Gender and Equal Pay Gap Report 2022 – Paper 3**

K Farrell thanked People and Organisational Development (POD) colleagues for their input and support in producing Paper 3. She highlighted the pay gap analysis report is based on 'roles' and as such differs from the University's Staff Equality Monitoring report which reports on 'headcount'.

Members welcomed the narrowing of the gender pay gap, especially the median gender pay gap (at 8.4%) which compares favourably with the sector overall. Members noted the continuing higher gap at Grade 10 in Professional Service may be adversely affected by those women who hold Executive Director roles in Professional Services but are included within the SMG pay gap data. Members also noted the median Ethnicity Pay gap had grown by nearly 5% but sits below the sector's median gap of 3.8%.

K Farrell drew members attention to Section 5 which detailed ongoing and future activities designed to address both the pay gaps themselves and the low levels of disclosure for disability and ethnicity. Members agreed the report for publication as part of the University's PSED requirements.

### **5.3 SFC's 'Tackling Persistent Inequalities Together' – Paper 4**

M Taylor presented on the SFC's report which sets out their 'persistent inequalities', known as National Equality Outcomes (NEO), and advised the University must now address these in our PSED Equality Outcomes. Members noted those NEOs which are already covered in the University's current PSED Equality Outcomes, and the five areas, under Age, Disability and Sex, which are not. Members agreed the proposed actions for addressing those.

The Convener suggested M Taylor meet with C Barr, Michael King, Deputy Director of Planning and Gregor Caldwell, Executive Director of Finance, on the potential to include NEO reporting within the University's Annual Report but acknowledged the current PSED reporting may still prove the most effective route to address these reporting requirements.

**ACTION: M Taylor/C Barr**

## **6. Staff Related Items**

No additional staff issues were raised.

## **7. Student Related Items**

No student related issues were raised.

## **8. Anti-Racism Campaign Update – Paper 5**

N Riaz thanked External Relations and POD colleagues and those colleagues and students who took part in the development of the ongoing 'Together Against Racism' campaign. Members noted the extensive resources developed to complement the campaign and welcomed the predominantly positive feedback received.

N Riaz highlighted that while students and colleagues were given numerous opportunities to engage at the design stage, some had subsequently expressed concerns that the final posters would be triggering for those who had been victims of such racial microaggressions. She noted the ['Voices for Change' video](#), with the Student Union, Presidents directly addressed those concerns. Members noted the need to improve engagement with the different groups when developing the next stages of the campaign and endorsed the planned actions. K Fraser suggested the campus Unions could be involved in future campaigns developments and agreed to contact EDU.

**ACTION: K Fraser**

## **9. Items for Information**

### **9.1 Legal Update Sex/Gender Reassignment – Single Sex Provision – Paper 6**

M Taylor reported both the Gender and the LGBT+ Equality Groups had discussed the issues covered in Paper 6 and noted they would be informed of future changes in case law. She noted the only area where reassurance will be needed relates to the University's current locker-room style changing facilities. She confirmed discussions will be held with Sport and Estates to review requirement/potential for single sex changing facilities provision (both changing and prayer facilities) in light of the guidance.

## **10. Any Other Business**

No further items were raised.

**Date of Scheduled Next Meeting:** 21 June 2023 at 14:00