



# University of Glasgow

## Court

A meeting of **Court** will be held on **Wednesday 22 November 2023 at 2pm in the Advance Research Centre Room 237**

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 Wednesday 27 September 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>Finance Committee</b>  <i>Some Papers withheld due to FOI exempt/Commercial sensitivity</i>	Gavin Stewart/ Gregor Caldwell	4. and annexes	14-153	Items for approval/otherwise for information
5.	<b>*Learning &amp; Teaching Strategy</b>  <i>Professor Moira Fischbacher-Smith Vice Principal (Learning and Teaching) will update Court on the progress of the Learning and Teaching Strategy</i>	Moira Fischbacher-smith	5.	154-167	For approval
6.	<b>*Report from the Principal</b> <i>*Higher education developments</i> <i>*GBV Campaign</i> <i>*University Rankings</i> <i>*Senior Management Group reappointments</i>	Principal	6.	168-177	For information /discussion
7.	<b>*Report from the University Secretary</b> <i>*Middle East Conflict</i> <i>*Gender based Violence &amp; Sexual Harassment</i> <i>*Court Effectiveness Review</i> <i>*Organisational Change</i>	David Duncan	7. and annexes	178-192	Items for approval/otherwise for discussion/information
8.	<b>Student Matters, including: Rectors update, SEC Report, SRC President update</b>	Hailie Pentleton-Owens/ Rector/ David Duncan	8.	193-196	For information /discussion

9.	<b>Reports of Court Committees</b>				
9.1	Estates Committee	Stuart Hoggan	9.1	197-203	For information /discussion
9.2	Audit & Risk Committee *to note the Annual Report	Elspeth Orcharton	9.2 and annex	204 - 218	For information /discussion
9.3	Information Policy and Strategy Committee *approval of ToR	Frank Coton	9.3	219-228	For approval/information/discussion
9.4	P&OD Committee	Kerry Christie	9.4 and annexes	229-246	For information /discussion
9.5	Health and Safety Committee	David Duncan	9.5	247-251	For information /discussion
9.6	Remuneration Committee	Kerry Christie	9.6 – to follow		Items for approval/otherwise for discussion/information
11.	<b>Annual Report for the Scottish Funding Council - Institution Review of Quality Academic Year 2022-23</b>	Moirra Fischbacher-smith	11	252-272	For approval
12.	<b>Communications from Meeting of Council of Senate held on 5 October 2023</b>	Martin Hendry	12	273-277	For Information
13.	<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		
14.	<b>Date of Next Meeting</b> Wednesday 14 February 2024 at 2pm. A Pre Court Briefing will be held at 12pm.				



## **Court – Overview**

**Wednesday 27 September 2023**

### **CRT/2023/04. University Risk Register**

Court received a presentation by Gregor Caldwell, Executive Director of Finance on the updated Risk Register. Court discussed the overview of the Risk Register and its role in the organisation's risk management. The top risks included data governance, information security, climate change, geopolitical landscape, and operational aspects such as cash flow and campus development.

Court approved the Risk Register for 2023/24.

### **CRT/2023/05. Report from the Principal**

#### *CRT/2022/05.1 Principal's Report*

Court noted the report from the Principal. Court discussed in detail student admissions including International and RUK students. Court noted that:

- There had been lower than expected international postgraduate taught student admissions.
- At this stage it was unclear the extent to which this was a market effect or a result of the approach taken by UoG this year to making offers. It was also noted that there had been a decline in the offer-to-enrollment ratio for PGTs for UoG. As further details on the figures for 2023/24 intake become available the University would be able to undertake a comparison with enrollment trends in other universities particularly within the Russell Group.
- SMG have agreed to reverse some of the measures put in place in 2023-24 to limit enrollments, so as to ensure that the 2024/25 intake hits targets agreed with Court in our budget submission in June 2023. It would also look at increased scholarship offerings to attract students from key markets.
- More emphasis would also be put on dispelling possible market misunderstandings around international student recruitment and accommodation availability for PGTs.

Court agreed that a paper would come to the next meeting which summarized the University's assessment and strategies to address the challenges being faced in student admissions to ensure that targets were achieved in future years.

### **CRT/2023/06. Report from the University Secretary**

Court noted the report from the University Secretary – Paper 6. The following areas were discussed in further detail.

#### *CRT 2023.06.2 Reinforced Autoclaved Aerated Concrete (RAAC)*

Court noted that an investigation to establish if any University building contained Reinforced Autoclaved Aerated Concrete (RAAC) was at an advanced stage. At the time of writing, 286 out

of 309 surveys had been completed and so far only eight had been found to contain RAAC. Only a few minor issues had been identified.

*CRT 2023.06.6 SFC Outcome Agreement 2023/24 and Self-Evaluation 2022/23*

Court approved the Self Evaluation for 2022/23.

*CRT 2023.06.7 Student Contract*

The student contract, to which all students sign up at registration, had been updated for academic session 2023-24. Court noted that the University Secretary had approved the updated contract on behalf of Court. Court agreed that the Student Contract would be sent out in a timely manner to Court members in future years.

*CRT 2023.06.11 Named Chair - Pontecorvo Chair of Pharmacogenomics*

Court approved Resolution 701 - Named Chair - Pontecorvo Chair of Pharmacogenomics.

*CRT 2023.06.12 Honorary Fellowship*

Court approved the Honorary Fellowship for David Crawford.

*CRT 2023.06.13 Rectors Election 2024*

Court approved the process for the Rectorial Election.

**CRT/2023/07. Student Matters, including: SEC Report; SRC President update**

*CRT/2023/07.1. Rector update*

Court noted the Rector's apologies and it was noted that since the last Court meeting the Rector had been dealing with a range of student cases to do with student disability issues, tuition fee issues, scholarships and financial issues, admissions, issues, and also complaints about the marking and assessment boycott and the impact on graduation and degree classifications. In addition, the Rector had spoken at the freshers' address at Dumfries.

*CRT/2023/07.1. SRC update*

The SRC President reported that there had been an excellent start to the year, with upwards of 15,000 attendees at the welcome fair during Freshers week. A new SRC app had also been launched and it had a total of 6000 users to date – the app allowed students to engage with societies and events. It was noted that the SRC remained committed to amplifying the student voice and continued to do so through discussion.



## Draft Court

### Minute of Meeting held on Wednesday 27 September 2023 held in the Advance Research Centre and via Zoom

#### Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Cllr Susan Aitken (Glasgow City Council Assessor), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Nicola Dandridge (Co-opted Member), Mr David Finlayson (Co-opted Member), Stuart Hoggan (General Council Assessor), Dr Bo Hu (Chancellor's 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), Paula McKerrow (Trade Union Nominee), Dr June Milligan (Co-opted Member), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Professor Richard Reeve (Trade Union Nominee) Shan Saba (Co-opted Member), Mr Gavin Stewart (Co-opted Member), Hailie Pentleton-Owens (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), Kerry Christie (Co-opted member from Oct 2023).

#### Apologies:

Dr Christine Middlemiss (General Council Assessor), Lady Rita Rae (Rector).

#### CRT/2023/01. Announcements and declaration of Interests

The Convener welcomed Dr Bo Hu (Chancellor's Assessor) Professor Sarah Armstrong (Elected Academic Staff Member), Professor Richard Reeve (Trade Union Nominee) and Hailie Pentleton-Owens (SRC President), as members, to the meeting.

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; and Dr David Duncan as a member of the UCEA - National Negotiating Team.

A pre-Court briefing took place on the College of Science and Engineering with a presentation by Professor Dame Muffy Calder. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

#### CRT/2023/02. Minutes of the meetings held on Tuesday 20 June 2023

The minutes were approved.

### **CRT/2023/03. Matters Arising**

No substantive items were raised.

### **CRT/2023/04. University Risk Register**

Court received a presentation by Gregor Caldwell, Executive Director of Finance on the updated Risk Register. Court discussed the overview of the Risk Register and its role in the organisation's risk management. The top risks included data governance, information security, climate change, geopolitical landscape, and operational aspects such as cash flow and campus development.

During the discussion key areas noted were:

- The importance of identifying strategic themes and key actions, particularly focusing on ongoing industrial action, research power challenges, enabling growth and estates maintenance;
- Addressing emerging themes such as talent management, AI and the mitigations put in place to ensure they were not counter-productive;
- Also acknowledging the challenge of unknown risks and emphasising the importance of a continuous risk assessment process to uncover and manage them.
- More emphasis would also be put on the importance of clear governance and effective mitigations for identified risks, ensuring that risk management was embedded in various committees and processes and that it was integrated across different levels of the organisation.

Court approved the Risk Register for 2023/24.

### **CRT/2023/05. Report from the Principal**

#### *CRT/2022/05.1 Principal's Report*

Court noted the report from the Principal. Court discussed in detail student admissions including International and RUK students. Court noted that:

- There had been lower than expected international postgraduate taught student admissions.
- At this stage it was unclear the extent to which this was a market effect or a result of the approach taken this year by UoG to making offers. It was also noted that there had been a decline in the offer-to-enrollment ratio for PGTs for UoG. As further details on the figures for 2023/24 intake become available the University would be able to undertake a comparison with enrollment trends in other universities particularly within the Russell Group.
- SMG have agreed to reverse some of the measures put in place in 2023-24 to limit enrollments, so as to ensure that the 2024/25 intake hits targets agreed with Court in our budget submission in June 2023. It would also look at increased scholarship offerings to attract students from key markets.
- More emphasis would also be put on dispelling possible market misunderstandings around international student recruitment and accommodation availability for PGTs.

During the discussion it was noted that it was important that lessons were learned from past experiences of student growth. This included ensuring there was a commitment to maintaining high standards and providing support for international students. Court also acknowledged the financial impact of the shortfall and noted that the Finance Committee would be looking at this

in more detail at its next meeting, noting that the initial assessment was that through balancing actions there would be no net impact on the 23-24 cash generation.

Court agreed that a paper would come to the next meeting which summarized the University's assessment and strategies to address the challenges being faced in student admissions to ensure that targets were achieved in future years.

The following areas from the Principal's Report were also noted:

- Beatson Institute – Court noted that following a comprehensive review of the Beatson Institute led by an independent panel of international cancer experts, Cancer Research UK (CRUK) had [announced](#) investment of up to £123m for the Institute – which would now be known as the CRUK Scotland Institute.
- University Rankings – Court noted that the University had been named the Scottish University of the Year by the Times and Sunday Times Good University Guide 2024 and was now ranked 12<sup>th</sup> in the UK. In the Guardian University Guide, the University had dropped by two places from 11<sup>th</sup> to 13<sup>th</sup>. In the QS World Rankings, the University had risen five places from 81<sup>st</sup> in 2023 to 76<sup>th</sup>. The inaugural QS Europe league table had been published and the University had been placed 14<sup>th</sup> in Europe and 9<sup>th</sup> in the UK.
- NSS – Court noted that overall satisfaction had decreased to 77.5% (compared to 80.1% last year), placing Glasgow 8<sup>th</sup> in Scotland, down one place from 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. Court noted that SMG had discussed the results and had agreed a plan to look at the results in more detail at a school level.

The Convener thanked the Principal for the update.

### **CRT/2023/06. Report from the University Secretary**

Court noted the report from the University Secretary – Paper 6. The following areas were discussed in further detail.

#### ***CRT 2023.06.1 Gender Based Violence & Sexual Harassment***

Court noted that the University continued to implement the recommendations of the report by Morag Ross KC and had largely completed the implementation process before the start of academic year 2023/24.

#### ***CRT 2023.06.2 Reinforced Autoclaved Aerated Concrete (RAAC)***

Court noted that an investigation to establish if any University building contained Reinforced Autoclaved Aerated Concrete (RAAC) was at an advanced stage. At the time of writing, 286 out of 309 surveys had been completed and so far only eight had been found to contain RAAC. Only a few minor issues had been identified in these 8 cases.

#### ***CRT 2023.06.3 Court Strategy Day 2023***

The Court Strategy day was noted, and it was recorded that it had provided an opportunity for Court to be updated on, and to discuss, several areas including planning for 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.

It was noted that updates on the student experience, learning and teaching, impact on staff, and Glasgow Green would be coming to future Court meetings. The Court Secretariat would also reflect on the presentation of materials to Court, emphasising the need for concise, accessible, and informative presentations. It was noted that a feedback form had been sent out to Court members and all members were encouraged to complete this.

#### *CRT 2023.06.4 New and continuing Court Members*

Court noted that Dr Bo Hu had begun his term on Court on 1 July 2023 as the Chancellor's Assessor for four years. Hailie Pentleton-Owens had begun her term on Court on 1 July 2023 *ex officio* as SRC President, for one year. It was also noted that Professor Sarah Armstrong had begun her term on Court on 1 August 2023 as Elected Academic Member of Staff for four years and Professor Richard Reeve had begun his term on Court on 1 August 2023 as Trade Union Nominee for four years.

Court noted that the Nominations Committee was recommending the appointment 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. Court approved the appointments.

Court noted the approval of Kerry Christie as the Chair of the Remuneration Committee and People & Organisational Development Committee when June Milligan steps down 1 October 2023.

Court approved the appointment of Dame Nicola Dandridge as the Chair of Nominations Committee.

#### *CRT 2023.06.5 Court Business 2023/24*

Court received the Schedule of Court Business for the coming year, together with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for the session.

The attendance lists for meetings of Court and its Committees for 2022/23 had been reviewed; there were no issues for action in connection with this.

The University Secretary reported that a Court Effectiveness Review would take place in late autumn 2023 as previously discussed.

#### *CRT 2023.06.6 SFC Outcome Agreement 2023/24 and Self-Evaluation 2022/23*

Court received the SFC Outcome Agreement for 2023/24 which reflects upon the progress towards meeting key SFC and Scottish Government priorities. This document was 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.

Court also received the Self-Evaluation for the previous academic year (22/23), which reflected 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.

Court approved the Self Evaluation for 2022/23.

#### *CRT 2023.06.7 Student Contract*

The student contract, to which all students sign up at registration, had been updated for academic session 2023-24. Court noted that the University Secretary had approved the updated contract on behalf of Court. Court agreed that the Student Contract would be sent out in a timely manner to Court members in future years.



*CRT 2023.06.8 Pay and Pensions – industrial action*

Court noted that the University and College Union (UCU) had notified the University that the Marking and Assessment Boycott (MAB), which began on 20 April, had been called off. Strike days planned for the 26 and 28 September had been cancelled. In keeping with an existing agreement between the University and local UCU representatives, any outstanding marking was now being progressed.

*CRT 2023.06.9 Trusted Research*

Court noted the update on trusted research and the controls and processes that were being put in place.

*CRT 2023.06.10 Head of School Appointments*

Court noted the following changes, and congratulated the individuals on their new roles:

College of Arts and Humanities

*Head of the School of Humanities*

Professor Michael Brady had been re-appointed as the Head of the School for one month until 1 September 2023.

College of Social Science

*Head of the Adam Smith Business School*

Professor Eleanor Shaw had 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 had 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 had 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 had been appointed as the Head of the School for four years from 1 August 2023 for 4 years.

*CRT 2023.06.11 Named Chair - Pontecorvo Chair of Pharmacogenomics*

Court approved Resolution 701 - Named Chair - Pontecorvo Chair of Pharmacogenomics.

*CRT 2023.06.12 Honorary Fellowship*

Court approved the Honorary Fellowship for David Crawford.

*CRT 2023.06.13 Rectors Election 2024*

Court approved the process for the Rectorial Election.

*CRT 2023.06.14 Cochno Farm*

The University Secretary provided an update on Cochno Farm which had been discussed at a previous Court meeting following a visit. SMG had recently discussed the farm and buildings and it had been agreed that the site would primarily be used for veterinary students, animal research and various sustainability projects. Funding had been agreed for essential repairs on the House and options would be explored to move the teaching rooms from the basement of the house into other accommodation on the farm. It had also been agreed that professional advice would be sought on viable options for the house and a review of infrastructure would be undertaken.

## **CRT/2023/07. Student Matters, including: SEC Report; SRC President update**

### *CRT/2023/07.1. Rector update*

Court noted the Rector's apologies and it was noted that since the last Court meeting the Rector had been dealing with a range of student cases to do with student disability issues, tuition fee issues, scholarships and financial issues, admissions, issues, and also complaints about the marking and assessment boycott and the impact on graduation and degree classifications. In addition, the Rector had spoken at the freshers' address at Dumfries.

### *CRT/2023/07.1. SRC update*

The SRC President reported that there had been an excellent start to the year, with upwards of 15,000 attendees at the welcome fair during Freshers week. A new SRC app had also been launched and it had a total of 6000 users to date – the app allowed students to engage with societies and events. It was noted that the SRC remained committed to amplifying the student voice and continued to do so through discussion.

### *CRT/2023/07.1. Student Experience Committee*

Court noted that the Student Experience Committee had met recently and noted that 5 projects had been approved as part of the Student Experience Strategy action plan. There had also been a presentation on the upcoming GBV campaign that would be jointly run in October by the University and the SRC.

The Convener thanked the SRC President for her report.

## **CRT/2023/08. Reports of Court Committees**

### *CRT/2023/08.1. Finance Committee*

Gavin Stewart, chair of the Committee, outlined the report from the Committee. The members had received an update on the long-term cash flow which had been updated for 22/23 year-end result and also for the expected downside on 23/24 international student numbers together with mitigating actions identified by management. The Committee had also 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. Court noted that the Committee had also received a paper on benefit realisation which outlined the progress that had been made across benefits management and agreed to review this on an annual basis.

Court noted that the Committee had 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 Futures (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 that this spend should add value to the plots); and the TRAC plan for 2022/23.

Court noted that the Finance Committee had approved the Financial Regulations for 2023/24.

Court noted that the Committee had reviewed the Terms of Reference (ToR) and Court approved the amended ToR for the Finance Committee.

During the discussion a query was raised about breakdown of staff membership on Committees and also if a Sustainability committee should be established. It was agreed that these matters should be considered during the Court effectiveness review.

The report was noted.

#### *CRT/2022/09.2 Estates Committee*

Stuart Hoggan, chair of the Committee, outlined the report from the Committee which updated on the progress of the planned commercial developments for Church Street and Lilybank Gardens. Court also noted that there were issues with the implementation of the new maintenance contract and steps were being taken by both parties to address these. An update on the Keystone development was also discussed by the Estates Committee.

Court was pleased to note the handover of the new Adam Smith building.

Court noted that the Committee had reviewed the Terms of Reference (ToR) and Court approved the amended ToR for the Estates Committee.

During the discussion it was noted that the Glasgow Green update would be coming to Court shortly which would highlight progress in this area.

The report was noted.

#### *CRT/2022/09.3 Audit & Risk Committee*

Elsbeth Orcharton, chair of the Committee, reported that the Committee had received a briefing on the updated Risk Register. It was agreed that the updated Register would be included in Court papers for September 2023 for approval. The Committee also received internal audit reports on: Project Eos; Research Ethics; TRAC; Operational Risk Management; and Careers Service.

Court noted that the Committee had reviewed the Terms of Reference (ToR) and Court approved the amended terms of reference for the Audit and Risk Committee.

A query was raised about TRAC data and it was agreed that this would be passed to the Finance Committee to review as appropriate.

The report was noted.

#### *CRT/2022/09.4 IPSC*

Frank Coton, chair of the Committee reported that IPSC had covered a number of 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.

It was also reported that MFA had been implemented on the Remote access VPN and

MyCampus. Access to Agresso would also be on-campus or via VPN only. Court also noted that a Managed Security Operations Centre would be in operation in recognition of cyber security threat level.

During discussion a concern was raised about the monitoring of MyMac and PC users following the enhancement of cyber security measures. Court noted that all the key policies were highlighted to users before they logged on to appropriately secured devices and that the policies had not been changed to accommodate MyMac users. It was reported that the policy currently stated that direct monitoring of an individual's IT activity (i.e. browsing through an identified user's activity) would require the permission of the University Court or its nominee).

Court noted that the Committee had reviewed the Terms of Reference (ToR) and Court would review these at its next meeting.

The report was noted.

#### *CRT/2022/09.5 People and Organisational Development Committee*

June Milligan, chair of the Committee reported that the committee had 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 had 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.

Court also noted that the Director of Performance & Reward had given 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.

Court noted that engagement with declarations for areas such as disability or EDI remained an issue.

The report was noted.

#### **CRT/2023/09. Any Other Business**

##### *CRT/2023/09.1 Members of Court*

Court noted thanks to the following:-

Theo Frater – was attending his last meeting as SRC Assessor on Court and had been in this role since October 2022.

June Milligan – Co-opted member – was attending her last meeting as a Co-opted Member as she would be stepping down in October before the next meeting. June had been a member of Court for 8 years, and of Remuneration Committee and People and Organisation Development Committee including Chairing of the Committees. Over that time, she had made a substantial contribution to the University and was leaving the University in a significantly stronger position.

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

**CRT/2023/10. Date of Next Meeting**

The next meeting of Court would be held on Wednesday 22 November 2023 at 2pm with the venue to be confirmed. A Pre-Court briefing would take place at 12pm.

The Convener, on behalf of Court, wished the University the very best for the current Academic Year.

**Court Context Card 222 November 2023 - REPORT FROM Finance Committee**

Speaker	Gavin Stewart		
Speaker role	Finance Committee Convenor		
Paper Description	Finance Committee Report to Court		
Topic last discussed at Court	Sep-23		
Topic discussed at Committee	Nov-23		
Court members present	Court members present at last meeting: J Loukes, E Passey, S Hoggan, G Stewart, D Haydon, S Kennedy, E Orcharton		
Cost of proposed plan			
Major benefit of proposed plan			
Revenue from proposed plan			
Urgency	High		
Timing	Immediate		
Red-Amber-Green Rating	Green		
Paper Type	For information and discussion		
Paper Summary			
<p>The Committee received the financial statements for the year ended 31 July 2023. The Committee noted the strong financial performance and growth during the year, with a management accounts surplus of £68.2m pre the movement in the USS pension scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported in the financial statements as £128.0m. The Committee noted the main movements within the Management Accounts and also noted the main movement between the Management Accounts and the Statutory Accounts. During the discussion it was noted that Committee welcomed the changes to the Reports and Financial statements and the steps to modernise the presentation (building on those introduced last year) and move towards Integrated Reporting. The Committee felt that greater balance between achievements, and risks and challenges would be beneficial, along with changes to clarify elements of the commentary to ensure that there was a consistent approach/wording and to better bring out a number of matters. The Committee agreed that the<b>University Financial Statements should be recommended to Court for approval</b>, with appropriate changes to elements of the narrative to take on board comments from the FC and the ARC. The Financial Statements are attached as <b>Paper 4c</b>.</p> <p>The Committee noted that work continued to be progressed to understand the overall sector end of cycle position in relation to international student recruitment. There was a significant amount of effort underway on scenario modelling and savings for this year as well as budget preparation for next year. The Committee agreed that Scenarios 1-3 as outlined in the paper would be modelled and that a qualitative description of the type of circumstance that could lead to each Scenario would be set out. The Committee agreed that the cashflow based on these Scenarios would be discussed in detail at the next meeting.</p> <p>The Committee received an update from GC on: RAAC review and findings; RCF review and next steps; and issues surrounding the CBRE contract and next steps, including the use of a high proportion of the contingency set aside for this contract.</p>			
The detailed report for item FC/2023/20- Executive Directors report is attached as <b>Annex 1</b> .			
Topics to be discussed	As Court wishes		
Action from Court	to approve the Financial Statements for 2022/23		
	other items for noting		
Recommendation to Court	Finance Committee <b>RECOMMENDS the approval</b> of the Financial Statements for 2022/23		
Relevant Strategic Plan workstream	Agility, Focus		
Most relevant Primary KPI it will help the university to achieve	Cash generation		
Most relevant Secondary KPI it will help the university to achieve			
Risk register - university level	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022		
Demographics			
% of University	100% students 100% staff		
Operating stats			
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities		
Campus	All		
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners		
Conflict areas			
Other universities that have done something similar			
Other universities that will do something similar			
Relevant Legislation	FRS 102 Financial Reporting Standards		
Equality Impact Assessment			
Suggested next steps			
Any other observations			

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University  
of Glasgow

# REPORTS & FINANCIAL STATEMENTS

## FOR THE YEAR TO 31 JULY 2023

WORLD  
CHANGING  
GLASGOW

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GOOD  
UNIVERSITY  
GUIDE  
2024  
SCOTTISH  
UNIVERSITY  
OF THE YEAR



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# INTRODUCTION



# WELCOME FROM THE PRINCIPAL



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

**I'm pleased to say the University has had another remarkable year. As well as being named the Scottish University of the Year by The Times & Sunday Times Good University Guide 2024, we also improved our position in both of the main international rankings, rising five places in the QS World Rankings to 76th in the world, which places us among the top 5% of institutions globally. In the 2022 Times Higher Education (THE) World University Rankings, Glasgow was placed 82nd with these results including particularly positive outcomes for Academic Reputation. Our performance in these league tables and also in the Times Higher Education (THE) Impact Rankings is testament to the hard work, dedication and collaborative spirit demonstrated by our colleagues throughout 2022-23. In the Impact Rankings we significantly improved our global standing, with the University of Glasgow ranked 13th overall in the world and 2nd in the UK for our contribution to the 17 United Nations' Sustainable Development Goals (SDGs).**

As a civic University we are committed to contributing to the delivery of the SDGs and making an impact on our city, on Scotland and globally. Central to this is our research activity and I was pleased we recently celebrated the one-year anniversary of the Mazumdar-Shaw Advanced Research Centre (ARC). The ARC is the beating heart of research collaboration at the University and signals our commitment as an institution to go further to break down traditional barriers to collaboration. In 2023 we also opened our new Clarice Pears Building, home to our School of Health & Wellbeing. The Clarice Pears provides 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 in areas such as quantum, semiconductors, AI, extended/virtual reality (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,



# WELCOME FROM THE PRINCIPAL

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 to the success of this initiative 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 a Memorandum of Understanding 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, our IT infrastructure, including our business continuity response to the cyber security threat all organisations continue to face, and plans to increase the support provided for entrepreneurship at the University. This past year we've seen major successes for University of Glasgow spin outs, with Causeway Therapeutics, a spin out specialising in tendon disease, raising £8.75m from investors. And Chemify, a digital chemistry spin out 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 supporting a just transition to net zero. In November 2022 we published a new Carbon Management Plan, outlining our plans to reach net zero for greenhouse gas emissions by 2030.

The University also continues to act on the wider humanitarian issues we've seen play out during the past year. Glasgow colleagues have played a central role in widening access to education, particularly for refugees. In January we were proud to be awarded University of Sanctuary status in recognition of the work we've done to embed a culture of sanctuary into our policies and processes, such as adjusted offers of entry, fee waivers, dedicated financial support and developing curriculum content based on lived experience. The award also recognises our work with external networks including the Council for At-Risk

Academics because we absolutely recognise this work cannot be done in isolation, and we'll continue to advocate across sectors to coordinate collective activity.

It is our exceptional colleagues and students who bring our rich history and our campuses to life, and we must do all we can to create an environment where collaboration and creativity can flourish. We know our vibrant and diverse community continues to attract the best talent to come to Glasgow, and this was exemplified in June 2023 when we saw hundreds of students, colleagues and partners from across the world come together for a series of events to commemorate the tercentenary of one of our most famous alumni, Adam Smith.

The University has also committed to investing in our student community and student experience. Working closely with the Students' Representative Council (SRC), Glasgow University Sports Association (GUSA), Glasgow University Union and Queen Margaret Union, we have developed a programme of action to implement the student experience strategy, elaborating a series of projects under the three main pillars of the strategy – opportunity, inclusivity & belonging, and wellbeing. We have set aside funding to support these projects over the next four years to strengthen the sense of community on all our campuses and enable all students to achieve their full potential while studying at Glasgow. During the last year we secured over 2,000 additional student beds to ensure we can meet our commitments to our student community and we continue to invest in our teaching strategy and evolving our teaching model, including greater use of technology, active learning and sustained improvement of the student learning experience.

Over the next year we'll continue to see the brightest and best the world has to offer engaging with our University. There's much to look forward to with the completion of the new Adam Smith Business School/PGT Hub, as well as the launch of a new Centre for Data Science & AI and Centre for Public Policy. We'll also be commemorating the 200th anniversary of Lord Kelvin and we'll continue to forge new research and mobility opportunities with international partners. One such endeavour will see Glasgow partnering through the Guild EU and the African Research Universities Alliance (ARUA) with institutions across Africa and Europe to form

# WELCOME FROM THE PRINCIPAL

vital new Clusters of Research Excellence. These sustained partnerships aim to tackle the inequity that has characterised research in relation to Africa, to the detriment of global science.

All of this is only possible because we will not rest on our laurels. With the support of colleagues, I am absolutely certain our University will continue to perform well, with strong research income, cash reserves and international student numbers providing a sustainable platform from which we can progress. But the last few years have shown we must continue to foster institutional resilience and adaptability. In doing so, I'm confident we will be well positioned to address the future challenges and uncertainties in the Higher Education market including the potential impacts of increasing geopolitical risk, challenges in the recruitment environment and ongoing economic pressures both in the UK and beyond.

I'm excited for what lies ahead and I want to thank each and every one of my colleagues for their continued support and contribution to the wider impact of the University of Glasgow.

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

# OUR UNIVERSITY AT A GLANCE

<p><b>Placed 1st</b> <b>Scottish University of</b> <b>the Year 2024</b></p> <p>The Times and Sunday Times Good University Guide</p>	<p><b>76th in the World</b></p> <p>QS World University Rankings 2024</p>	<p><b>1st in Scotland</b> <b>2nd in UK</b> <b>13th in the World</b></p> <p>out of 1,591 institutions THE World Impact Rankings 2023</p>
<p><b>93% of University</b> <b>research is world leading</b> <b>or internationally</b> <b>excellent</b></p> <p>Research Excellence Framework (REF) 2021</p>	<p><b>Welcomes 35,525</b> undergraduate and postgraduate students in 2022-23</p>	<p><b>13th in the World out of</b> <b>700 Universities</b></p> <p>QS World Sustainability Rankings 2023</p>
<p><b>over 300,000</b> global alumni community</p>	<p><b>£2.5bn investment</b> planned in buildings, infrastructure and information technology over 15 years</p>	<p><b>Among the Top 100</b> <b>Universities for 5th year</b> <b>in a row</b></p> <p>THE Times Higher Education World University Rankings 2024</p>
<p><b>14th in Europe</b></p> <p>QS World Rankings: Europe 2024</p>	<p><b>7,221</b> full-time equivalent staff members in 2023</p>	<p><b>£221m</b> of research grants and contract income in 2023 growing from <b>£196m in</b> <b>2022</b></p>
<p><b>£411m</b> of tuition fees and education contract income in 2023 growing from <b>£381m in</b> <b>2022</b></p>	<p><b>£44m</b> of bursaries and scholarships awarded in 2023 compared to <b>£39m in 2022</b></p>	<p><b>Gold Athena</b> <b>Swan Award</b></p> <p>renewed for the School of Health &amp; Wellbeing for 2023-28</p>

# YEAR IN PICTURES



**Scotland's First Minister, Humza Yousaf**, was welcomed to our brand new **Clarice Pears Building**, home of our School of Health & Wellbeing, to learn more about the University's commitment to addressing health inequalities through its research and civic engagement.

We signed a **Memorandum of Understanding with GE HealthCare**, a leading global medical technology, pharmaceutical diagnostics and digital solutions innovator. We will work together to identify opportunities for collaboration in research and development, and innovation focused on people-centred healthcare and outcomes.



We welcomed **Alistair Jack MP**, the Secretary of State for Scotland, to the labs of **Chemify**, a spin-out from the University, which is involved in one of the six **Innovation Accelerator - funded projects** being taken forward by the **Glasgow Riverside Innovation District (GRID)**, a city-wide partnership led by the University, Glasgow City Council and Scottish Enterprise.

Students from across the world attended our first **Adam Smith** international summer school, during the **tercentenary** of our famous graduate's birth.





# YEAR IN PICTURES



A ceremony was held in the Hunterian Art Gallery to mark being awarded **University of Sanctuary status** in recognition of the University's commitment to supporting people who have experienced forced migration. This is part of the **City of Sanctuary UK initiative**, which promotes the UK as a welcoming place of safety for all.

We awarded **six honorary degrees** to individuals in recognition of their achievements. The honorary graduates were celebrated on **Commemoration Day 2023**, which marks the foundation of the University in 1451. Among the recipients were Booker Prize winning novelist **Douglas Stuart**, Olympic silver medallist **Laura Muir**, businessperson **Sandy Black**, economist and director general of the World Trade Organisation **Dr Ngozi Okonjo-Iweala**, **Mamphela Ramphele**, academic and anti-apartheid activist and Chief Medical Officer for England, **Professor Sir Chris Whitty**.



**Iomairt Al a' toirt cothrom na Fèinne dhan Ghàidhlig san linn dhidseatach.**

**AI initiative gives Gaelic a foothold in the digital age.**

Experts at the University of Glasgow are involved in a programme that has been awarded £225,000 by the Scottish Government to produce a Gaelic subtitling system suitable for the BBC.



Outlander author **Dr Diana Gabaldon** opened the **1st international Outlander Conference** at the University. Expert scholars and fans tackled conference themes such as Jacobite history, screen production, Scottish tourism, Gaelic and Scots, costume design, fandom and Claire Fraser's medicine and witchcraft.





# STRATEGIES AND VALUES





# WORLD CHANGING GLASGOW 2025

## OUR STRATEGY: WORLD CHANGERS TOGETHER

As individuals we can achieve the incredible: together we can change the world

Our **VISION** is to be The World-Changing University

Our inventions, interventions and innovations have helped to shape the social, cultural and economic prosperity of our city, our country and civilisation itself. We have been changing the world since 1451, and we're just getting started.

Our **PURPOSE** is transforming lives through ideas and action

Our teaching inspires our students. Our research inspires the world. Working alongside one another at the forefront of discovery, our staff and students use their developing skills and new-found knowledge to educate, to heal, to fight for justice and equality, to advance global society and to flourish as purposeful individuals with the power to make a difference.

Our **MISSION** is to bring a community of world changers together

We seek the finest minds from around the world to join Glasgow's growing international University community. Drawing strength from each other, and inspiration from the people, societies and cities we serve, our diverse body of staff, students and alumni come together as one Glasgow community, driven by a unifying desire to change the world for the better.

Our World Changers Together strategy supports the long-term realisation of our vision by recognising the fundamental importance of a culture of open cooperation - not just as colleagues and mentors or students and teachers, but as a community of discovery that reaches beyond its walls and draws inspiration and strength from its connections and partnerships worldwide: excellence that's part of something bigger.

The strategy is articulated across three themes:



### Community

**People centred, globally engaged**

- **Leading with our values** and putting our people first
- **Engaging with our civic mission** via our local and global communities
- **Strengthening our partnerships** to amplify our local impact



### Connectivity

**Collaboratively minded, digitally enhanced**

- **Creating space to connect** through new collaborative and social space on campus
- **Investing in our digital realm** to enhance the staff and student experience
- **Adopting collaborative technologies** for frictionless and flexible work and study



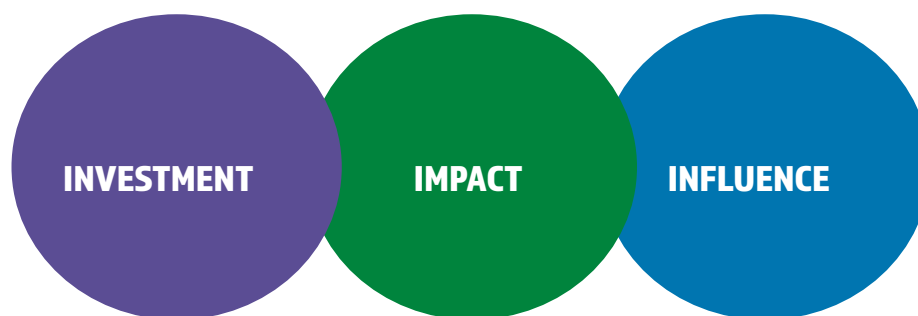
### Challenges

**Solution focused, impact oriented**

- **Embracing challenge-led research** to address the needs of global society
- **Reimagining our curriculum** to prepare students for a challenging and changing world
- **Building a sustainable future** through our research, education and actions

Key to the realisation of our vision is our continuing success within the six strategic pillars of a world-changing University. These are described in more detail at page 18.

# DELIVERING IMPACT FOR SOCIETY



Integrating the University in to the social and economic fabric of its host community and city region acknowledges a powerful potential to be more than just a place of learning. Our engagement, innovation and investment refresh and strengthen the deep, long-standing civic bonds which build the sense of place required for successful, competitive cities. We emphasise the reach of our research beyond the University walls and into the life of the communities we serve. Over the last year, several major initiatives have commenced across the University to embed the concept of societal benefit as a core component of our institutional approach.

Our **World Changers Together** strategy is driven by the core themes of **Community, Connectivity and Challenges** and our institutional impact over the last year has seen considerable progress across all three:

The Research Excellence Framework from 2021 recorded that 93.1% of our impact submission was rated internationally excellent or world leading. We aim to improve further on this by developing our knowledge exchange support to ensure that research impact is a core part of our overall research portfolio. This will build out from our long-standing Knowledge Exchange Fund which has provided support to a wide range of activities across the whole University and partnerships with third, public and private sector organisations of all sizes.

COMMUNITY



Across the four colleges we are developing more structured approaches to the implementation and evidencing of social impact and progress towards **UN Sustainable Development Goals** supported by dedicated impact officers and a formal system for the recognition and reward of research impact in our academic and research professional community. Furthermore, we have strengthened our college based impact support programme through securing £6.5m from UKRI to deliver a full complement of impact acceleration accounts across all of the research councils – one of only six UK HEIs in the UK to have achieved this. Our leading work on Environment and Sustainability, is recognised in the 2023 Times Higher Education World Impact Rankings where we improved our performance over the previous year, **rising 6 places to 13th out of 1,591** universities in 115 countries worldwide.

We are delivering continuous improvement through regular institutional and collective monitoring and review of our strengthening Knowledge Exchange (KE) performance. We will use this to identify, visualise and address gaps and inconsistencies in terms of data-gathering for metric-driven frameworks in continuous improvement. We are developing a more structured approach to our institutional representation on influential external sector agendas/committees to account for the impact and influence these exert. This is reported annually to the Scottish Funding Council. Collaboration is ongoing to develop a stronger integrated reporting process for research and impact measures - and the use of appropriate formats to support this.

Additionally, through our engagement with **the Knowledge Exchange Concordat**, we are developing systems to provide clear institutional examples of our KE activities and their outcomes using internal benchmarking and external reporting. This will develop a specific focus on our civic mission with regular progress reviews and reporting of impact and KE with mapping visualisations to University management. As part of our alignment with the principles of the Concordat, we will identify and address needs in policy, training, development and support for staff and students engaging in activities related to knowledge exchange, enterprise, innovation and impact.



Sharing the inspirational work of Glasgow-based African growing initiative Zam'munda - part of the Glasgow Community Food Network - and one of ten community projects to receive funding from our Glasgow Open Lab - a partnership between the University and the Glasgow Centre for Population Health (GCPH).

# DELIVERING IMPACT FOR SOCIETY

## A spotlight on our Sustainable Development Goals: IntoUniversity

The University's Widening Access team has launched a partnership with IntoUniversity to provide educational support to 7-18 year olds from two of the most deprived areas in Glasgow. These programmes are run in Govan and Maryhill and help steer young people to progress into higher education.

The University works closely with Glasgow City Council, local schools and agencies to offer programmes, workshops and mentoring services to University students and local professionals, and work experience opportunities.

Dr Neil Croll, Head of Widening Participation at the University, said: "Improving educational outcomes, particularly in the more deprived parts of society, is key to ensuring our society flourishes, and ultimately contributes to how we meet our Sustainable Development Goals."



Our IntoUniversity learning centres have opened in the heart of some of Scotland's most disadvantaged communities.

### CONNECTIVITY



Our campus model is one that is open, inclusive and accessible as is evidenced strongly in the public engagement programme embedded within the University's new flagship Advanced Research Centre (ARC) and Clarice Pears Building - home of our Institute of Health & Wellbeing. After its first year (2022-23) the ARC now houses over 500 researchers and has hosted collaborative events which have attracted over 20,000 visitors to four public festivals and 200 workshops. Our work was recognised with two major awards at the **2023 Scottish Knowledge Exchange Awards**. As part of the Civis University Alliance, our partnership with local community groups and the Glasgow Centre for Population Health assisted a number of successful projects addressing mental health, refugees and asylum seekers and community development.

We have invested resources to strengthen our work programme in the exploitation of intellectual property and the commercialisation of academic research, academic consultancy, community economic regeneration, job creation, and development of third sector partnerships, student enterprise, and public and community access to University facilities and expertise (e.g. in the Advanced Research Centre's Level 2 and in the new Clarice Pears Building Byres Community Hub). Evidence on the social and economic impact achieved should be reflected in future within the reporting frameworks to be developed.

Major economic contributions have included the University's pivotal role in the city region Innovation Accelerator and Investment Zone. Building on our increasingly proactive approach to collaborations with external partners and strong support for research commercialisation, our Impact Acceleration Programme alone has funded 43 early-stage development projects, filed 13 patents, made 6 licensing deals, and supported the creation of 3 spin-out companies.

Achievements in the past year include support to **Women in Entrepreneurship**, the establishment of the University's first social enterprise spin-out for AI-driven kidney donor-matching, support to the Quantum Integration component of the **Glasgow City Region Innovation Accelerator**, partnership development with Roslin Institute and local partners to support the University's long standing global health partnerships in Tanzania, early-stage clinical development of new technologies for medical imaging for a range of neurological and cardiovascular diseases and an institutional partnership with the UK Government National Cyber Security Centre to establish a cross-sector Supply Chain Expert Group to protect Critical National Infrastructure.



Byres Community Hub hosts launch of 'The Public's Public Health' Exhibition within the Clarice Pears Building.

# DELIVERING IMPACT FOR SOCIETY

## CHALLENGES



Government policies place the HE sector as significant players in the national economic recovery as 'anchors' for new research opportunities, commercial collaborations, consortia and policy-making. Central to this is the concept of an inter-agency collaborative model designed to tackle major social, economic and environmental challenges as thematic 'missions' which catalyse joint working across the academic, civic and commercial communities.

As part of our **World Changing Glasgow strategy**, the Changing Futures initiative aims to marry our strengths across research, teaching, engagement and innovation and with the innate motivation of staff across the institution to tackle major societal challenges. Included in our plans for 2023-24 is the development of the **Carbon, Climate and Net Zero Concordat**, a strategic research collaboration between the University, the University of Edinburgh and the Scottish Government which will harness the collective research capacity and expertise of our two institutions to help accelerate the government's progress towards net zero. This approach can be viewed as a prototype platform upon which future 'themes' of national importance can be layered e.g., labour force productivity and population health. This will be supported through the development of a complementary research and impact intelligence function providing data on institutional capacity, emerging clusters of strength, and cross/inter-disciplinary collaborative practice.

Collectively these actions give a sense of the wider ongoing social, environmental, cultural and political influence the University exerts through its broad and proactive engagement programme as a civic asset, economic driver and global influencer – important impacts often understated within standard management information.

Grown over many years, the relationships built, knowledge created, understandings achieved, trust sustained, and alliances forged underpin all aspects of the University's enduring success. We recognise that these qualities are intrinsic institutional values and that these must reflect the needs of our staff, students, host city and wider world. Going forward, we will endeavour to protect, strengthen and expand these as we progress to meet the challenges of the future.



The World Changing Alumni Award 2022 awarded to Dr Nadia Maarouf (MSc2011). Nadia's work aligns with several of the UN Sustainable Development Goals.

## Festival of Ideas

To celebrate the opening of the Mazumdar-Shaw Advanced Research Centre (ARC) people from across Glasgow and beyond were welcomed into a brand-new community space at the University of Glasgow with a two-week festival of free events in September 2022. The ARC played host to the ARCADia Festival of Ideas, featuring brass bands, a retro video game arcade, comedy and drag shows, an outdoor ceilidh, art exhibits, a virtual reality celebration of Robert Burns, and much more.



A wide range of research was on show during the festival, including the University's response to the pandemic, using quantum technologies to monitor healthcare, ultrasound, social robots, gender inequality in STEM, African film, fake news, blood-borne virus research, the art of Whistler, Colombian river stories, dementia, the return of salmon to the River Clyde, healthy ageing, and palliative care.



# BUILDING A SUSTAINABLE FUTURE

As a values-based University, we are actively seeking to build a sustainable future through our research, education and actions. We will:

- actively adopt and advance the United Nations' Sustainable Development Goals (SDGs)
- create greener, healthier and more sustainable campuses within our communities
- evolve our operations and ways of working to meet our commitment of being carbon neutral by 2030

In this section, we set out some highlights from our major successes in advancing the **SDGs** and in changing our day-to-day working practices to achieve our ambition of becoming **carbon neutral by 2030**.

## Centre for Sustainable Solutions

Our **Centre for Sustainable Solutions** was launched in April 2020 and has continued with its work in enabling individuals, communities and organisations to move towards a sustainable future through education, research and partnership and of supporting interdisciplinary, cross-campus and cross-sectoral solutions to climate change. The Centre has been leading or co-leading on the following projects:

### Carbon Footprint Tool

The Centre has developed a simple Excel-based tool to help academic members of staff at the University of Glasgow to determine the carbon footprint of either a research project or group.

### GALLANT - Glasgow as a Living Lab Accelerating Novel Transformation

In partnership with Glasgow City Council, the University is working on a £10.2m research programme: GALLANT. University researchers are helping the city move towards climate resilience whilst tackling health, social and economic inequalities.

### Scotland Transition Lab

This is a collaboration between North Star Transition and the Global Soil Health Programme under Professor John Crawford in the University's Adam Smith Business School - it provides a potential mechanism to challenge the current status quo on how to manage food and its connections to land, health, environment and financial impacts.

### Sustainable Laboratories

The Centre gained funding for the S-Labs: Sustainable Laboratories at UofG project, and has affiliated with UCL to bring the Laboratory Efficiency Assessment Protocol (LEAF) to the University. LEAF is a tool that will help our laboratories to assess and reduce the impact of their activities on the environment.

### UrbanByNature Scottish Hub

UrbanByNature, a facilitated capacity-building programme created by ICLEI Europe, promotes exchange among cities, researchers, SMEs and NGOs to build bridges with the nature-based solutions communities across Europe, Asia, Latin America and other interested regions. Glasgow hosts the Scottish hub.

### Sustainability in Learning and Teaching

The UofG Sustainability in Learning and Teaching Community of Practice aims to be a hub of multi-disciplinary connections that lead to learning and teaching activities and practice aimed at transforming the University from the inside out.

## THE Global Sustainable Development Congress 2022

In November 2022, the University partnered with Times Higher Education (THE) to host the inaugural Global Sustainable Development Congress. The Congress brought together a range of experts from across higher education, government and the private sector to explore how we work together to build a more sustainable future. The Centre for Sustainable Solutions and GALLANT participated in the conference by representatives speaking on panels, exhibiting project work and co-hosting side events.



# BUILDING A SUSTAINABLE FUTURE

## Our contribution towards the UN's Sustainable Development Goals

In June 2023, Times Higher Education published its 2023 findings on the performance of Universities globally against the 17 Sustainable Development Goals (SDGs) which were adopted by the UN in 2015. The University's ranking places us **13th in the world, out of 1,591 institutions**.

Our **top ten SDGs** included:

### 2nd Place



**Make cities and human settlements inclusive, safe, resilient and sustainable**

### 6th Place



**Promote peaceful & inclusive societies for sustainable development, provide access to justice for all and build effective, accountable inclusive institutions at all levels**

### 9th Place



**Strengthen the means of implementation and revitalise the global partnership for sustainable development**

**"While we can rightly feel proud of our performance in this year's THE Impact Rankings, we realise that if we wish to continue to be global leaders and meet our own ambitious strategic commitments, we cannot stand still. Our commitment to addressing socioeconomic and health inequalities in the city and beyond, and our commitment to implementing our Glasgow Green Strategy and the University's Carbon Management Plan, will see us maintain our performance and reputation."**

Professor Sir Anton Muscatelli, Principal and Vice-Chancellor of the University of Glasgow

In November 2022 we published our second comprehensive annual publication assessing our contribution in the delivery of the UN SDGs. A few **inspiring examples of our contribution to the SDGs** are set out below and a full copy of the report is available at: [https://www.gla.ac.uk/media/Media\\_894980\\_smxx.pdf](https://www.gla.ac.uk/media/Media_894980_smxx.pdf)

We are represented on the Board of the <b>Poverty Alliance</b> , a national anti-poverty network in Scotland	Our postgraduate programme in <b>Food Security</b> is accredited by the Royal Society of Biology and is 1st in the UK for Food Science (Complete University Guide 2023)	A professor from our School of Health & Wellbeing led the EU-funded consortium <b>EuroFIT</b> , an effective and cost-effective lifestyle change programme for men to increase physical activity	Delivered by experts in our Medical School, the <b>Glasgow Access Programme (GAP)</b> supports learners from under-represented backgrounds to access the medical profession	A group of female academics from our College of Science & Engineering lead on the cross-sectoral <b>visNET project</b>
Our MSc in <b>Environmental Futures: Sustainable Solutions</b> incorporates recent advances in ecology and the restoration of river, coastal and lake environments	<b>Renewable energy generation technology</b> is installed in all new main buildings, including photovoltaic solar panels in the Sir Michael Stoker, Mary Stewart, JMS and ARC buildings		We have partnered with <b>Scotland Against Modern Slavery and exploitation</b> to support their mission to eradicate all forms of human trafficking and exploitation in Scotland	We are a key player in the city's ambitious plans for the regeneration of the River Clyde and in the development of a <b>Glasgow Riverside Innovation District (GRID)</b>
Our <b>Equality Champions</b> focus on issues including age; disability; gender; LGBT+; race; religion; belief; refugees; and mental health	The <b>Centre for Sustainable Solutions</b> offers various courses and events that are accessible to anyone with an interest in tackling climate change	Our Dumfries campus is home to the <b>National Centre for Resilience (NCR)</b> which works with others to build Scotland's resilience to natural hazards	From September 2023 we have <b>fully divested from fossil fuels</b> which means that Court has met its target of full divestment by 2024	We are part of the <b>UK Universities Climate Network</b> , a group of over 80 UK-based universities and research centres working together to deliver a low-carbon, resilient world

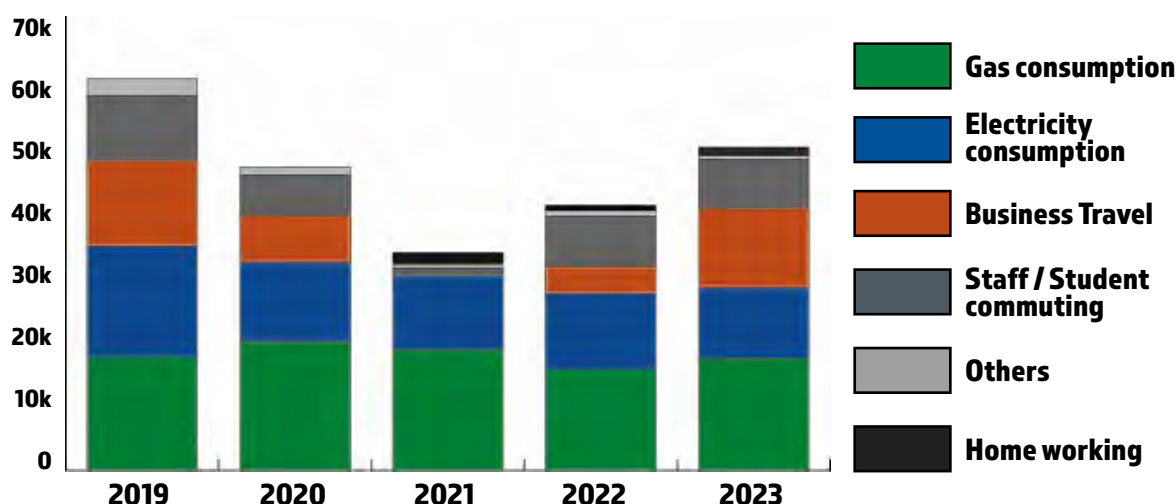
# BUILDING A SUSTAINABLE FUTURE

## Our ambition of achieving carbon neutrality by 2030

### University of Glasgow Carbon Footprint (2019 - 2023)

The graph below shows the University's Carbon Footprint Breakdown based on the four most recent returns submitted to the Scottish Government plus the current year data to 31 July 2023. The biggest changes in the 2022-23 carbon footprint, when compared to the previous reporting year, relate to a further post-pandemic rebound in business travel, increased gas consumption reflecting the additions of new buildings, the extent to which we have used our CHP engine to generate heat and electricity and an increase in emissions from homeworking.

#### Emissions (Tonne CO<sub>2</sub>e)



### Carbon Management Plan

A new Carbon Management Plan was published by the University in November 2022 which outlines plans to reach net zero for greenhouse gas emissions by 2030/31 and deliver on **Glasgow Green**, published in 2020, which is our response to the declaration of a Climate Emergency.

The University has committed to significantly reducing its carbon footprint and achieving net zero by 2030/31.

Specific targets for reducing carbon emissions include:

- Improving the energy efficiency of our buildings
- Establishing alternative renewable energy sources for our estate
- Enhancing infrastructure to encourage active travel
- Reducing business travel

**“The Carbon Management Plan is the next step in this journey to net zero and sets a clear strategic direction for the University. I look forward to working together with colleagues and students to help us achieve our targets.”**

David Duncan, Chief Operating Officer and University Secretary

The University is already taking steps to reduce its carbon footprint, including significant improvements to our existing estate to enhance energy performance as well as better building management practices and space utilisation across our campuses. We are also supporting our community to manage their own carbon footprint by offering training and education for colleagues and students, supporting hybrid working patterns and implementing sustainable laboratory training.

The Carbon Management Plan is not a stand-alone document but works in unison with other University plans and strategies, to help deliver our **Climate Change Strategy**.



# OPERATING REVIEW





# VISION IN ACTION 2023

Key to the realisation of our World Changers Together strategy is our continuing success within the **six strategic pillars** of a world-changing University:

- **World-Class Research**
- **Outstanding Teaching**
- **Lasting Impact**
- **Global Perspective**
- **Life-Changing Experiences**
- **Inspiring People**

In the following pages we have included an overview of our progress within each of the six pillars in academic year 2022-23:

## World-Class Research

### Context

Our researchers are drawn from the best of global academia. Whether working side by side, in cross-disciplinary teams or as part of large-scale multinational efforts, they are advancing the frontiers of knowledge and discovery - and bringing world-changing impact within reach.

### Update

The Research Strategy 2020-2025 has a simple message: by working in teams, building on each other's ideas, and making Glasgow the best place to develop a career, our research transforms lives and changes the world. Projects and investments will be focused on fulfilling three priorities: Collaboration, Creativity and Careers.

The Mazumdar-Shaw Advanced Research Centre (ARC) represents a £117m investment in our research infrastructure and is, in many ways, the physical embodiment of this strategy. The ARC is becoming the creative and collaborative heart of cross-disciplinary research of the University, and is playing a key role in delivering the aims of the strategy. As well as a resource for the whole University research community and showcasing our research to the public, the ARC houses a broad range of projects and research in five themes:

- Technology Touching Life
- Global Sustainable Development
- Quantum Technologies
- Creative Industries
- Cultural Transformation, and Digital Chemistry.



Lab research being carried out at the Mazumdar-Shaw ARC.

The outcome of the Research Excellence Framework in 2022 (REF2021) showed that the quality of the University's research has improved, with 93.1% of its research assessed as world leading or internationally excellent. The Times Higher Education ranked Glasgow as 13th in the UK (and 1st in Scotland) based on research quality, representing a significant improvement from 25th in 2014. This strong result reflects the quality of our researchers and the research they undertake, the impact of that research and the quality of the research environment.

**93.1% of the University's research is assessed as world leading or internationally excellent**

The University continues to support our Schools and Colleges to ensure that our academic disciplines fulfil their potential in all aspects of the research portfolio, ensuring a thriving research environment and positive research culture that continues to emphasise quality over quantity. At the same time, we also continue to build our capacity for cross-disciplinary, collaborative research that transcends disciplinary boundaries and seeks to address complex problems posed by global social, economic, ecological and political challenges.

# VISION IN ACTION 2023

Research grants continue to be critical to supporting our world-class research. In 2022-23 we attracted the greatest ever value of research awards - £221m which was 44% greater than the year before, which was significantly affected by the pandemic.

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**In 2022-23 we attracted the greatest ever value of research awards (£221m)**

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This improvement is a strong indicator that the measures put in place to mitigate the impact of the pandemic, and ensure the sustainability of our research base, is having a positive effect.

The establishment and delivery of the University's Talent Lab represents another key action to support our

researchers and their careers. The Talent Lab is a new concept that currently houses six diverse development programmes that all focus on developing leadership in research and which are tailored to different career stages.



Digital chemistry labs within the new Mazumdar-Shaw ARC.

## Outstanding Teaching

### Context

Our internationally renowned degree programmes are shaped by our rich, dynamic research environment which connects learning with global challenges. With an increased focus on new approaches to teaching that support students' skills and development, we work in partnership with our students to co-create knowledge and to develop the next generation of global thinkers and leaders enabling students to make contributions to culture, society and the economy during and after their University lives. Investing in our physical and digital infrastructure, our world class learning environments include the recently completed James McCune Smith Learning Hub and Mazumdar-Shaw Advanced Research Centre.

### Update

Performance against target is detailed below. Data are not yet available for all measures in 2022-23.

- **Student Progression:** The University progression KPI had a sharp peak of 92.1% in 2020-21 whilst the no-detriment policy was in place. A fall in undergraduate progression was then observable in the 2021-22 data, down to 87.9% which was in line with pre-pandemic position. The University has set a target of 90% for student progression. There are a number of work streams underway to help enable improvement towards this target.
- **Student Satisfaction:** The University achieved an overall satisfaction score of 77.5% in the 2023 National Student Survey (NSS) and results are being used to help inform action plans across the University in the coming academic year. The NSS survey has changed significantly for 2023 in terms of the questions asked, the response scales and the fact that the overall satisfaction measure has been removed for English universities. Therefore

the Institutional KPI is being reviewed to ensure continued relevance in a UK context although we anticipate that it will take at least 2 years for the new survey results to stabilise and to be meaningfully understood and interpreted.

- **Entry Requirements:** Our entry tariff increased from 206 to 212 UCAS points in 2021-22.
- **Widening Access:** The University's proportion of widening access students has increased steadily in recent years and is currently at its highest level ever.

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**We improved to 29th place in the 2023 Times league table rankings for Graduate Employability**

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- **Graduate Employability:** This KPI is taken from

# VISION IN ACTION 2023



**Maths & Statistics workshop to help students understand concepts and analyses.**

the Graduate Outcomes survey and the University's UK rank improved from 36th to 29th in the 2023 Times league table rankings. Our ambition is to climb from our current position into the top 20 in the UK.

- **Undergraduate Mobility** saw 10.8% of the final year cohort of students confirmed as having had an international experience in 21-22. In-country student mobility was decreased due to travel restrictions associated with the pandemic. Whilst the numbers are beginning to recover, financial concerns create new barriers to student involvement in this activity. The costs of mobility (travel, accommodation, subsistence) have increased, and students have been disproportionately impacted by inflation in the UK. We remain committed to increasing international opportunities both in-person and virtually over time and addressing barriers to engagement.

Having moved all teaching and assessment online during the pandemic, the focus for 2022-23 has been to revert to an on-campus experience whilst retaining many of the benefits of online learning experiences and learning resources created during the pivot to online. For example, ongoing licensing of software to support laboratory practice prior to attending an on-campus laboratory class. Emphasis on course re-design, and the increased provision of collaborative learning spaces, are supporting a growing adaptation to new forms of teaching that are underpinned by peer-peer interaction and teamwork, in turn allowing alternative approaches to skills development.

For undergraduate students joining in 2021-22, we ran a new inter- and multi-disciplinary course – T2G: Transition to Glasgow – to help prepare our students for their studies. We had 833 incoming first-year students take part in T2G with overwhelmingly positive

feedback, and ran the second year of the course in 2022-23 with expanded provision for mental health and well-being and for successful studying at the University. In the second year, we had over 900 incoming first-year students take part in T2G. T2G's third year was run in August 2023, and offered students the choice of an online or in-person course experience.



**Studying in the James McCune Smith Learning Hub.**

Assessment continues to change. Firstly, building on the experience of pivoting all assessment online since March 2020, there has been a continued commitment to online assessment though with some disciplines (e.g. Mathematics, Statistics, Physics, Economics) requiring some on-campus examinations in order to ensure exam integrity for their formula and solution-based examinations. Many redesigned exam formats have remained online in other disciplines and we welcome this practice. The recent launch of generative AI tools (Chat GPT in particular) has prompted further thinking and action around assessment design and with that, the need for continually evolving guidance for staff seeking to adapt assessments to take account

# VISION IN ACTION 2023

of appropriate, and inappropriate, use of generative AI. Much of this thinking aligns well with our recently launched Learning Through Assessment Framework which sets out expectations concerning changes to assessment.

**The University is continuing to experience strong demand for its places**

The University's overall 2022-23 FTE intake fell compared to 2021-22 for new undergraduates (-2%), increased for taught postgraduate students (+8%) and increased marginally overall for enrolled undergraduates (+0.04%).

Once again, the University has adopted a prudent approach to its projections for the 2023-24 intake, reverting to the pre-pandemic model of most programmes commencing in September. The University will ensure future growth is managed to ensure intake quality while maintaining our long-standing commitment to widening access.

## Lasting Impact

### Context

Our discoveries are only the starting point. Major societal challenges require creative solutions and novel collaborations – new ways to embed and communicate our research and teaching to provide the skills and influence to make a positive difference at the local, regional and global level.

### Update

Measurement and reporting is key not only to evidencing this impact but to building the knowledge base required to deploy our expertise and people proactively and strategically. We have developed robust management information processes and reporting which allow us to understand and improve the positive effects of our work. Our emerging Glasgow Changing Futures initiative will seek to find solutions to societal challenges, enabled by cross-disciplinary research, innovation, education and partnership, with an initial focus on health inequalities and sustainability. We continue to strengthen our approach around the key principles of the United Nations Sustainable Development Goals – an approach validated by our global ranking as a leading University in how we structure our support for social, economic and environmental sustainability – 13th out of 1,591 universities in 115 countries worldwide in the 2023 THE impact rankings.

We are building our institutional strengths within our city region economy – directing our research towards commercialisation, investment and societal and economic benefit through our pivotal role in the innovation ecosystem. The Scottish Government has announced the Glasgow Riverside Innovation District (GRID) as Scotland's first whole-system demonstrator, committed to supporting the establishment of a series of real-world innovation test beds. This major initiative, known as 'GRID Discovery' will identify a number of R&D collaboration projects with industry partners, government bodies, academics and communities. The exciting new programme will draw on the University's world-leading research capability and expertise to help

drive impactful innovation, at pace.



**The University is a key player in the city's ambitious plans for the regeneration of the River Clyde and in the development of a Glasgow Riverside Innovation District (GRID).**

We have made significant investment in our knowledge exchange activities supporting our four Colleges in co creating and sharing their research findings within the wider civic, social, commercial and policy networks around us. We continue to invest in our campus as the physical focus of our work with the opening of major facilities for learning and teaching, advanced research and societal engagement embedded as a priority within that campus development. The University understands and anticipates its need to evolve in a rapidly changing environment. Its structure, purpose and mission must reflect the needs of our wider society and economy. Our ability to adapt, plan and respond is at the core of our values and key to our relevance in a changing world.

Link to impact rankings:

<https://www.timeshighereducation.com/impactrankings>



## Global Perspective

### Context

Our extensive international network of people and partnerships enables us to connect and collaborate with leaders across academia, industry and society. In doing so, we develop a truly global understanding of the world's most pressing problems and grand challenges – and the means and relationships through which we can use knowledge to make an impact.

### Update

The University has enjoyed strong international student growth over the last five years, with record numbers joining the University in recent years despite the challenges faced by the global pandemic.

**In the most recent Reputation Rankings, Glasgow reached our highest ever position of 107 in the world**

Our new International Strategy, Global Glasgow 2025, was launched in 2022, and set out ambitious objectives for internationalisation across the four pillars of global research, global relationships, global reputation and global recruitment. There is a continuous drive to attract international talent to the University, to increase successful international research funding bids, to develop international partnership across learning and teaching, research, and innovation, and to improve the University's global reputation in support of increasing the University's Reputation rank position in the world to enter the top 100. In the most recent Reputation Rankings, Glasgow reached our highest ever position of 107 in the world.

Optimising network activity has been a key focus of our partnership activity, and in addition to being founding members of Universitas 21 and The Guild for European Research Universities, Glasgow has become the only UK university to join the CIVIS European University Alliance as an associate member. CIVIS has recently been awarded a further 14m euros by the European Commission for the next four years of collaborative activity, though as a result of Brexit, the University cannot directly draw down on this resource. This year, the University also became a member of UArctic, a network of universities, colleges, research institutes and other organisations concerned with education and research in and about the North Pole.

The International Education Strategy due to be launched by the Scottish Government is intended to ensure Scotland remains open and welcoming for learners from across the world and will seek creative approaches to student mobility, particularly for EU

learners post-Brexit. The University has successfully been awarded funds from the new Turing Scheme to support outward, international student mobility.

The strength of Scotland's international education connections is a key driver of our strong research standing and ambitions to be an innovation driven economy, but Scotland's international research reputation is built and sustained by funding from our non-publicly funded teaching. The Scottish Government's new International Education Strategy should recognise that a reliance on non-publicly funded teaching is a key risk which must be managed. Also, given that internationalisation supports growth and delivers economic benefit to the Scottish economy, this International Strategy should go hand in hand with the Scottish Government's new 10-year strategy for economic transformation.



A delegation takes part in graduation ceremonies at Nankai University and Glasgow College UESTC.

This is mission critical as there is no doubt that the environment for international education is evolving. There are a number of important trends that we need to monitor as an institution. First, geopolitics and student flows from the most important markets to the UK. Second, the need to diversify and develop new markets that are more price-sensitive and require the development of partnerships, and more bespoke programmes. Third, the need as a world-changing University to attract the very best talent from around the globe. These developments will require major investments in our international strategy, and new approaches to international student recruitment and marketing in a post-pandemic world.

# VISION IN ACTION 2023

## Life-Changing Experiences

### Context

Post-pandemic, it is all the more clear that students desire a meaningful on-campus, digitally enriched experience in all aspects of their student life. There has been a renewed focus on the Student Experience through the launch in 2022 of our inaugural Student Experience Strategy, and an associated emphasis on wellbeing and opportunity among other aspects. We curate an enriching world of social events, sport, volunteering, internships, international experiences and more in which students can connect, develop new skills and enhance their prospects. More importantly, we give them the space, time and guidance to forge their own path as part of student-led activities such as volunteering and student societies are encouraged and supported.

### Update

The increased engagement with on-campus activity post-pandemic has been reflected in teaching and in student study and wider activities. We hosted a blended programme of fresher's events in September 2022 with the Students' Representative Council, the student unions and Sports Association all playing key roles in shaping and delivering that programme.

The entire University community has pulled together to support one another as we resumed a full on-campus experience from September 2022 into 2023. Many student services that moved online in March 2020 have now adopted a mixed model of support in response to student feedback, offering some online service elements but with on-campus provision where it is needed. This allows students choices where appropriate around service access.

In the University's Strategy we make a commitment to transform the student experience and prepare students to lead successful future lives and careers. We provide students with fulfilling, rewarding and enriching co-curricular experiences, that will help them to understand and make their distinctive contributions to the world. More importantly, we commit to giving students the support to forge their own paths. Our first ever Student Experience Strategy commenced in 2023 to start delivering this priority commitment. The strategy comprises a portfolio of projects that over the next two years will start to provide students with a wider range of opportunities to pursue their social, volunteering and community interests, whilst expanding the array of support available to them throughout their student journey. This will have a particular focus on wellbeing, inclusion, and belonging, enabling them to better connect, develop new skills, and enhance their experience and prospects.

Students continue to benefit from the ongoing enhancement of our digital infrastructure with the virtualisation of desktop services introduced during the pandemic being extended and embedded into

student induction and learning. This allows students to make greater use of the campus-wide study and teaching spaces as specialist software can be accessed through virtual desktops rather than being dedicated to particular desktop machines. Our IT ecosystem has grown, supporting more applications and tools for teaching in response to student and staff demand and the creation of a new tech-bar has just been approved and will be developed over the coming months.



Students attending a pulse class in the Stevenson Building.

Similarly, we continue to invest in the physical infrastructure with upgraded sports facilities recently opening in the Stevenson Building, and with ongoing enhancement of catering and informal learning spaces. Student experience data from the James McCune Smith Learning Hub shows that our ambitions to create a 'sticky building' that will provide particular support for 1st year undergraduate students (those most at risk of dropping out of their studies) is meeting those needs with the largest user group (at 88% of users) being 1st year undergraduates, and with the majority of students staying in the building for between 1-6 hours (51% for 1-3 hours and 28% for 4-6 hours) and with students making good use of the booking facilities available for them to book space and use teaching rooms during non-teaching time.

# VISION IN ACTION 2023

## Inspiring People

### Context

FY 2022-23 has been a highly productive year for the People & Organisational Development (P&OD) function, in which we continue to make progress in embedding the University Values aligned with our strategy with a particular emphasis on our Inclusive Community priorities through multiple Equality, Diversity and Inclusion (EDI) imperatives; shaped a future operating model for our service designed to markedly improve the user experience into the next strategic planning period; faced constructively into a challenging industrial relations landscape both nationally and locally; and continued to attract, engage, nurture and develop talent across all job families.

### Update

Our value of working to develop and be part of an inclusive culture sets a high bar on our behavioural expectations of colleagues aligned with our values-led community. We have continued working towards our Diversity KPIs with percentage representation as follows: senior women at 32.8%; UK Black, Asian and Minority Ethnic colleagues 4.9% and colleagues who have declared a Disability 5.3%. We also push for improved diversity declarations through our enterprise management system. Addressing racial harassment has been advanced through an ambitious cross-campus campaign entitled Together Against Racism – showcasing microaggressions and overt racism and supported by detailed web resources and a manager pack, including racial literacy glossaries, details on allyship, and conversations guides as well as directing our community to reporting tools. We also launched an “Active Upstander” bitesize development session.

In December 2022, the University published the KC-led report Independent review of the University’s approach to addressing Gender-Based Violence and have been implementing a wide-ranging action plan based on its recommendations across a range of functions, we also launched a new behavioural Code of Professional Conduct for employees. P&OD has reviewed the report and developed a framework to support the wider impact of harassment/bullying allegations, as these can affect a workplace beyond those directly involved.

### **The University has set out to fully embed flexible and hybrid ways of working across our Campus**

Aligned with the P&OD Strategy and our professional service excellence aspirations, we have shaped a future operating model and longer-term vision for our P&OD function. These draw on the ‘Ulrich’ model and UK Civil Service global HR design that operate effectively in other large-scale organisations, setting a new standard and future direction for user-centric people related services.

Full adoption will fundamentally require a new forward-looking mindset and capabilities, separating the way we undertake transactional activities and strategic transformative capabilities, enabled by systems, processes, people and greater self-service than is currently the case. Ultimately this will require substantial investment in our technology platforms and will include the introduction of new technology capabilities that will extend into our next strategic planning cycle.



**The University launched Workspace Futures 2030, an ambitious programme aimed at reimagining work environments and promoting innovative and effective ways of working.**

The economic challenges experienced across the UK continue to impact upon us at a local level. These have resulted in sustained industrial unrest, which has taken time and resource from our work to build upon our ambitious strategy, such as the Career Pathways Project and Revised Pay Structure Plans - the latter paused as a result of the current national dispute. The Career Pathways project aims to provide a supportive environment where professional services colleagues can drive their development and career, with full support and guidance from their line managers within an enabling landscape.

The development and introduction of the new Career Pathways across our professional services job families will be underpinned by job evaluation and a series

# VISION IN ACTION 2023

of generic job descriptions. We anticipate utilising a technology-based platform to support colleagues to define their career pathway and navigate the layers of support, guidance and tools that will be available.

We have action plans across the University that respond to themes highlighted in our Colleague Engagement (CE) survey in October 2022. P&OD colleagues have developed a cross-institutional view of work conducted to date, to understand our progress towards our strategic Engagement KPI and share good practice across the University. Early preparations are underway for the next iteration of our CE survey scheduled for October 2023 in accordance with our annual schedule.

Our People First/Enabling New Ways of Working

## **We are also committed to exploring neurodiversity considerations in how we implement hybrid and agile working practices**

(NWoW) group was established over two years ago for the purpose of exploring the integration of a hybrid working environment in the early post-pandemic phase. It has seen considerable progress in embedding hybrid and agile working practices, providing more choice and flexibility to colleagues across the University. The NWoW group is reviewing progress to date with a view to implementing any outstanding actions over the next six months, beyond which these will be mainstreamed into 'business as usual' activities. We actively seek ways to address concerns highlighted in our colleague engagement surveys, particularly those related to perceived inequity. We are also committed to exploring

neurodiversity considerations in how we implement hybrid and agile working practices.

While the recruitment market remains significantly competitive, we continue to attract highly talented external candidates through various talent attraction strategies alongside developing our own internal talent pools. The success of our internal executive search capability continues to grow with increasing interest and demand for this service. We successfully piloted automation in our University recruitment process thereby leading the way for other service providers. The implementation of these automated processes has released valuable time back to focus on value-add solutions, service delivery and service excellence projects.

Organisational Development leads on a number of areas within University Services' "Working Better Together" programme, notably Communities of Practice; piloting development and assessment centres; our future operating model, including strategic business partnering and related technology enhancements; a new graduate development programme; and wider roll-out of our mentoring and coaching provision. We have developed a new programme "HeadStart", designed to support incoming Heads of School, and also launched new development centres on Presenting and Communicating Confidently and Leading An Effective Team.

Following the launch of the Health and Wellbeing Portal we embarked on a change management project to transition the current Occupation Health team into a broader Health & Wellbeing service, which aims to provide a holistic approach where the many different aspects of wellbeing are embedded in what we do, thus ensuring that positive wellbeing is at the heart of the colleague experience.



This campaign was part of the Understanding Racism Transforming University Culture (URTUC) report and action plan, the aim within the campaign was to focus on individual experiences of racism, and highlight how students and colleagues can report experiences, and how to develop allyship.



# MAJOR PROJECTS

## Investment Plan for Estates, Sustainability and Information Technology

The 15 year Investment Plan to 2037 will see the University of Glasgow invest £2.5bn in buildings, infrastructure and Information Technology ensuring that our campuses meet the ever-evolving needs of our community with around £623m invested to date.

A summary of the main projects is shown below along with current costings (these are subject to inflationary changes and adaptations to plans):

Area	Project	Budget Spend
<b>ESTATES</b>		
	<b>James McCune Smith Learning Hub</b>	<b>£100m</b>
	<b>Mazumdar-Shaw Advanced Research Centre</b>	<b>£117m</b>
	<b>Clarice Pears Building (Institute of Health &amp; Wellbeing)</b>	<b>£51m</b>
	<b>Adam Smith Business School</b>	<b>£97m</b>
	<b>Infrastructure</b>	<b>£77m</b>
	<b>Future New builds</b>	<b>£213m</b>
	<b>Other Estates projects</b>	<b>£490m</b>
	<b>Maintenance Projects</b>	<b>£630m</b>
<b>SUSTAINABILITY</b>		
	<b>Sustainability*</b>	<b>£70m</b>
<b>INFORMATION TECHNOLOGY</b>		
	<b>Systems, Networking and Infrastructure</b>	<b>£316m</b>
	<b>Other IT projects</b>	<b>£38m</b>
	<b>Transformation</b>	<b>£61m</b>
	<b>IT Maintenance</b>	<b>£260m</b>
<b>TOTAL SPEND PER 15 YEAR INVESTMENT PLAN</b>		<b>£2.5bn</b>

\*This budgeted spend is for new innovations in sustainability and there is additional sustainability spend included within Maintenance Projects which relates to improving sustainability within our current estate.

# MAJOR PROJECTS

## Existing Estate and Campus Development

2022-2023 was a successful year which saw the completion of two state-of-the-art academic buildings, along with the associated public realm in the Western Campus. We also commenced the enabling works for forthcoming developments in vacant plots, in anticipation of the future needs of the University.

Under the Custodian strategy theme, a record £50.2m was allocated to preserve, restore, and maintain our existing estate. By 2023, we had completed a substantial refurbishment, investing an additional £5.7m in the historic terrace houses at University Gardens. Alongside this, a 15-month refurbishment project for Hillhead Street commenced, ensuring the University's architectural legacy is protected for future generations.

Due to the age and ongoing maintenance required on our estate, a further £330m of funding has been allocated to

invest specifically in backlog maintenance and lifecycle works over the next 15 years. As part of this prioritisation of the maintenance of our estate, we have entered into a strategic partnership with CBRE, our new Maintenance and Repairs contractor. This redesigned relationship places emphasis on the speed and quality of work and will ensure our estate is well looked after.

Furthermore, we established a new Sustainability Department dedicated to advancing the University's Glasgow Green strategy, and consolidated our Development and Project Management teams to ensure closer cooperation on campus development and refurbishment.

Finally, we launched the Workspace Futures programme, reimagining our office spaces to facilitate innovative work methods, with its inaugural project focusing on University Services.

### Opening Clarice Pears Building

In 2023, we completed the Clarice Pears Building. This contemporary facility now serves as a new home for the School of Health & Wellbeing, bringing together multiple research groups and consolidating staff from ten different city sites, all dedicated to addressing societal challenges.

The £51m building has been designed to foster collaboration, enabling the University to establish closer relationships with external partners such as the NHS, the government, the voluntary sector, and the broader industry. Such partnerships are crucial in translating research into tangible policy changes and practices, which inform and impact health outcomes.

The ground floor of the Clarice Pears Building houses a welcoming and accessible public area, purposefully designed for knowledge exchange and community engagement. This space incorporates an interactive exhibition space, complemented by an adjoining café. The University has already welcomed school groups and facilitated community engagement sessions in this space, reinforcing the University's commitment to widening participation goals.



### Extensive Public Realm in Western Campus

The Western Campus development is accompanied by extensive public realm and supporting infrastructure. The £77m investment delivers services and infrastructure essential for the new buildings, including IT, drainage, and utilities. Crucially however, it also aims to establish the new campus as an integral part of the city, benefiting both local and University communities. The public realm, which includes St Mungo Square, defines the Western Campus and is designed to provide clear public access, outdoor seating, well-lit direct pedestrian routes with covered walkways, and green landscaping, creating a relaxing outdoor space.

# MAJOR PROJECTS

## Adam Smith Business School

We completed the Adam Smith Business School and Postgraduate Hub, which opened in September 2023. This state-of-the-art building will serve as a first-of-its-kind interdisciplinary hive for our postgraduate students, whilst offering top-tier facilities for the Adam Smith Business School. Representing an investment of £97m, the building is designed to bolster collaborative research, industry linkages, and a broad spectrum of learning and teaching approaches, delivering world-class student and academic experiences.



## University Gardens Refurbishment

In early 2023, an 18-month conservation project aiming to protect and restore the historic terraced houses on University Gardens was completed. The buildings were originally used as private residences and now house the University's College of Arts. The listed buildings, originally built between 1880 and 1900, required vital work to improve their wind and waterproofing, as well as their long-term efficiency. Over the course of the project, we replaced 100 tonnes of natural stone, 1,000 slates, overhauled and draft-proofed over 450 windows, and repaired and rebuilt numerous chimneys and gutters. Completing the work on University Gardens marked a key milestone in the Estates 2025 Strategy and contributed to our Custodianship theme; investing in protecting, restoring and conserving the built environment of our University campuses.

## Workspace Futures 2023 Programme

We launched the Workspace Futures 2030 Programme in Spring 2023, a university-wide initiative to reimagine work environments and promote innovative and effective ways of working. The programme aims to align our workspaces with the University's strategy, reflecting our vision for the University of Glasgow as a world-changing institution.

We embarked on the first phase of the project, which focuses on the University Services office spaces. Throughout this collaborative and inclusive project, we are considering how we can improve space utilisation while nurturing a strong sense of community and driving innovation through physical infrastructure.

## CBRE Partnership

In 2023, University partnered with CBRE as our new contractor for property maintenance and repair. The five-year contract, which commenced in April 2023, aims to deliver improvements in mechanical, electrical, and plumbing works, in addition to building fabric and building management systems. The partnership is an important step in the Estates 2025 strategy, which seeks to invest and maintain the existing estate through its Custodianship theme.

## Skabara Labs

The Skabara Labs project saw the refurbishment of lab facilities within an A-listed building. Housed in the C-wing of the Joseph Black Building, the Skabara labs are essential chemistry lab facilities for Professor Peter Skabara's research group. The £3.5m project began in June 2022 was completed in July 2023. It included new roof fabric, glazing, roof plant and fume cupboards, improving the building's long-term energy efficiency for years to come. The project also presented an opportunity to upgrade the mechanical and electrical fittings, improving energy efficiency with reduced 'energy fume' cupboards and LED lighting.



# MAJOR PROJECTS

## Sustainability

With the University's commitment to net zero carbon by 2030/31, our estate management and all projects are being scoped and delivered with a view to enabling the goal. Budgeted spend is £70m to deliver on this global challenge.

The University has recently agreed a Carbon Management Plan that outlines a programme of works to meet our target. This will involve works to reduce energy demand within buildings, alternative renewable energy sources and infrastructure to encourage active travel.

## Information Technology

The scale of transformation in Information Services is significant, with investment closely aligned to the University's ambitions to grow and transform the IT infrastructure across the campus.

To tackle maintenance debt, the University is committing to the upgrading of critical IT infrastructure campus wide, resulting in facilities that are more resilient, carbon efficient, secure and maintainable. This will include an extensive lifecycle maintenance programme which will target a refresh of obsolete infrastructure and allow the University to continue to invest in software maintenance.

### Systems, Networking and Infrastructure (£316m)

- **Information & Security**

With increasing numbers of HEIs compromised by threat actors, Information Security is a key risk to manage, and the University is committed to making significant improvements in this area. By achieving a step change in our approach, we not only protect staff and student data from threat actors, but also develop better cyber hygiene for our community that will flow into their personal lives. In addition, research councils are increasingly seeking stronger statements on cyber security, and this programme will support our researchers in securing funding through strengthened bids.

#### Annual Update

During 2022-23 the University has prioritised investment in four key areas:

a) Multi-Factor authentication (MFA)

An extensive programme commenced to roll out MFA across all student and staff devices to add additional layers of security, secure remote working and give the University more control over who accesses its data.

b) Threat intelligence & vulnerability management

The University has made significant investment in our threat intelligence, ensuring that we have access to real time data to track threats, respond, plan and make changes to University systems and data.

c) Threat detection & incident response

A commitment has been made to 24/7 threat detection and response support to ensure the University can quickly respond to attacks and plan appropriately.

d) Education & awareness

An education and awareness campaign has been launched to equip our students and staff on how to detect and respond to cyber-attacks both in their personal and professional lives.

- **Infrastructure as a Service**

This programme will directly enhance the student and staff experience by providing better data centre facilities (i.e. more resilient, better carbon efficiency, more maintainable, more secure), and scalable capacity in our infrastructure to be able to embrace emerging requirements from key stakeholders across the University.

#### Annual Update

During 2022-23 the University has made a step change by investing in a Co-Location data centre facility.

- **Networking**

The focus is on delivering a wi-fi first approach to bring connectivity throughout the campus that is available, secure, and flexible for all staff and students. We are committed to increasing the number of access points on campus to support new ways of working, and to allow students to study effectively in any location on campus. Network Security is intrinsic in minimising the Cyber Security risk and this programme will bring tighter controls to our network.



# MAJOR PROJECTS

- **Corporate Systems**

This programme encompasses investment in key corporate systems that will enhance the experience of both our students and staff.

## Annual Update

During 2022-23, there has been a range of modernisation to support our key corporate systems, with investments ranging from exploring automation through to major upgrades to platforms such as our Virtual Learning Environment. Maintaining the modernisation programmes for our corporate systems is vital to both staff and student experience but also for avoidance of technical debt. We have seen improvements brought to our mobile app, a major upgrade to our student records system, a step change in embracing Enterprise Service Management, and a new technology selected to support digital transformation for Estates. We have roadmaps in place for our main corporate systems and plan to overhaul our approach to data integration as part of a broader strategy to capitalise on the data we hold.

## Transformation (£61m)

The University recognises the need to transform, automate and modernise processes to enhance the student and staff experience across a range of activities and has allocated a budget of £61m to progress investment in the following areas:

- **Student Onboarding**

This project is focussed on improving the journey that follows students from potential applicant, through to registration and enrolment. This programme will involve multiple workstreams comprising of process-enabled change, new technology (CRM) and broader experience design. Since the Outline Business Case was approved in January the focus has been on recruiting key roles to run the project ahead of workstream kick-offs.

- **Purchase to Pay**

This project has been focussed on our core finance processes to improve both staff experience and efficiency in this area. This year the project delivered a new Travel Hub, Purchase & Corporate Cards and capability building for finance staff. Purchase to Pay has transitioned from a strategic project to continuous improvement.

- **Timetabling**

This project is to redesign the process of scheduling learning & teaching throughout the academic year, in particular reducing staff stress and workload as well as ensuring the process is as accessible for as many students as possible. The priority for this year was to accommodate all AY23/24 teaching on campus without relying on external venues, which has been achieved. The project will now advance from building a sustainable foundation to longer-term improvements.

- **Assessment & Feedback**

This project is focussed on improving how we assess and provide feedback to our students. Progress this year has focussed on upgrading a student dashboard, and associated tooling & processes for academic colleagues. There has been 72% adoption achieved in the first year. There has also been progress in other areas of this project including the Learning Through Assessment framework being finalised, an Assessment & Feedback Resources Hub being launched this summer, and publishing AI guidance for staff.

- **Automation Service**

We have established an Automation Service to create more capacity for staff, allowing them to focus on value-adding activities, as well as adding benefits to many University processes such as reducing human error, increasing consistency and adding speed for the end-user. This year we have successfully automated 15 processes, and unlocked 7,910 hours of staff time by year-end. We will now focus on scaling up the service in the next financial year, learning from our initial deployments.

# PRINCIPAL RISKS AND UNCERTAINTIES



# PRINCIPAL RISKS AND UNCERTAINTIES

The University is accountable to a wide audience including funding bodies, students, staff, the public and the University Court. Risk management supports our strategic planning and prioritisation and strengthens our ability to be agile when responding to challenges or seizing opportunities.

### Risk definition

Risk is defined as the threat or possibility that an action, event or set of circumstances will adversely or beneficially affect the University's ability to achieve its objectives. Risk management is defined as the planned and systematic approach to identifying, assessing, addressing and managing risk.

### Risk accountability and process

The Principal is accountable for reporting to Court, via the Audit & Risk Committee, a summary of the University's risk management process and the outcome of the risk management monitoring activities. The University Risk Management Policy, framework and reporting is overseen by the Executive Director of Finance who ensures the managing processes are robust and demonstrate assurance to the Audit & Risk Committee. The University Director of Risk is responsible for the day-to-day management of risk across the University and management of the University Strategic Risk Register.

The purpose of the risk management policy and framework is to provide:

- a definition of risk, roles and responsibilities and the encompassing governance structure
- a consistent set of tools required to adopt good practice in the identification, assessment, mitigation and monitoring of risk. It is intended to cover risk at a strategic and operational level as well as support the delivery of change through our project management framework.

### Key risk themes from the Strategic Risk Register

RISK THEME	ACTION
<p><b>Financial</b></p> <p>While the University is in a strong financial position, our financial sustainability is underpinned by international recruitment with international income accounting for more than 30% of our revenue.</p> <p>The University has significant investment programme costs that can vary significantly with inflation. There is a risk that inflation persists and demand weakens restricting our ability to invest in teaching, research and our student experience and putting pressure on University cash balances.</p>	<p>Financial control is well established at the University. The University has a mature budget process and regularly reviews and models different income, cost and investment scenarios and how this impacts our cash flows.</p> <p>Cash reserves and liquidity are held to manage downturns in international demand. The Investment Committee and Finance Committee play a critical role in assessing the right level and balance of risk and investments to take the institution forward.</p>



# PRINCIPAL RISKS AND UNCERTAINTIES

## RISK THEME

## ACTION

### Internationalisation

Geopolitical instability (such as the war in Ukraine and escalating tensions with China) and the current macro-economic crisis are now major risks for the University. It is imperative that we both grow and diversify our international student community as well as the University's reliance on any one sender market.

The shifting geopolitical landscape has a significant impact on a number of other risk areas.

As we develop regional market strategies focusing on diversification in Latin America, Africa and Pakistan, we are also investing to expand our Transnational Education (TNE) capabilities and targeting further TNE expansion.

The change in government visa policy to restrict dependants makes recruitment from emerging markets more challenging. The international strategy aims to provide for a meaningful diversification agenda through a review of scholarships and investments to support further partnerships and in-country officers, however, in the short term we are exposed and hold cash reserves and liquidity to protect the institution from further risk.

### Research

Changes in the research policy landscape, including changes to funding sources, represents both an opportunity and a threat. Failure to adapt could lead to reduction in our external funding, ability to produce high-quality academic outputs and non-academic outputs which has a cyclical effect on our ability to attract and retain high-calibre research staff and students.

However, our focus on collaboration to tackle bigger research questions and to find solutions to societal challenges, provides opportunities for attracting longer and larger grants.

As we develop our capacity and capability to commercialise on our research and build an entrepreneurial culture and develop and grow innovative commercial partnerships, there are further opportunities to derive impact from our activities and the expertise of our staff. We will seek to enhance our innovation performance across the institution through increasing spin outs and commercialisation activity, and a focus on supporting economic development and job creation in our community and beyond.

The appointment of Executive Directors in Research and Economic Development & Innovation brings together a cohesive action plan that will continue to build on our capacity and capability in research and creating an innovation ecosystem. We are in a unique position to use our campus development programme to create opportunities in research and entrepreneurial partnerships.

We continue to work with local and national government on the Glasgow Riverside Innovation District (GRID) and a dedicated team is now in place to look at innovation and entrepreneurial opportunities as part of our Church Street Innovation Zone plans.

Mapping research and innovation to our Internationalisation Strategy will focus resources on creating and extending key partnerships at a global, national and local level.

Although we have implemented improvements to our Research Power, we need to move to larger, more complex grants. This will lead to a different model and our Research Futures programme will invest in greater support capacity to target this funding.



# PRINCIPAL RISKS AND UNCERTAINTIES

## RISK THEME

## ACTION

### Student Learning and the non-academic experience

There is an ongoing programme of significant change to our assessment and teaching models with a growing reliance on digital transformation to provide students with the support needed to engage with and complete their studies. However, we need to ensure we also have the appropriate focus on an enriching non-academic experience.

Last year saw significant pressure on student accommodation in the City. There is a risk this has negative impact on student experience, recruitment and restricts our ability to grow.

Complementing the 2021 Learning and Teaching Strategy and 2022 Internationalisation Strategy, we have launched the Student Experience Strategy. This triumvirate of strategy delivery coupled with our supporting infrastructure will seek to ensure student expectations are met and our reputation as a World Changing University continues to grow year on year.

We will focus on delivery of additional student residences via our Strategic Property Investment and Development project.

### Technology and Data

Cyber terrorism is increasingly more sophisticated. The likelihood of an attack is almost certain and the impact on the University could be significant in terms of financial and reputational damage as evidenced in the recent attacks within the sector.

In 2022, our Chief Information Security Officer introduced comprehensive and robust changes to systematically and proactively identify possible weaknesses that could be exploited. Multi-factor Authentication is now standard in our staff and student profiles and key systems. We have identified College and University Services Information Security Officers to drive forward our cyber security plans.

The Chief Data Officer started this year with a mandate to develop a Data Management Strategy, which will link with the Technology Strategy. The Data Management Strategy will identify clear responsibility and ownership of our institutional data.

### People and Organisational Development

The higher education sector operates in an increasingly competitive global market in the recruitment of world leading talent. The University has introduced a range of mechanisms to support the health, safety and wellbeing of colleagues, the effectiveness of which we continue to monitor, and review, given prolonged and intense workload demands on our people

Ongoing industrial action and the impact this is having on learning and teaching, staff as well as the student experience requires careful management and ongoing dialogue with the various unions.

Continued delivery against our People and Organisational Development (P&OD) Strategy will ensure we deliver our values-led culture and promote the University as an exceptional place to work, in cultivating an engaging and enabling working environment that empowers people to thrive.

We will continue to engage with the various unions and work towards resolving current industrial action and improving employee relations.

# PRINCIPAL RISKS AND UNCERTAINTIES

RISK THEME	ACTION
<b>Estates</b> <p>The University has a significant maintenance debt that can have an impact on our operations and will worsen if this is not addressed. The backlog and new builds will take years to address and ongoing operational risks will need to continue to be managed.</p> <p>Our Estates Strategy outlines our continued need to invest in ongoing maintenance to existing buildings and new buildings.</p> <p>Our growth strategy is dependent on expanding and improving our learning, teaching and research footprint. We need to ensure that we understand the requirements clearly, particularly with changes in ways of working, teaching delivery and expanding research to ensure we build the right flexible space.</p>	<p>Maintaining older parts of our estate has been a challenge and we are investing in process and system changes to enhance our facilities and building maintenance, as well as significantly increasing the maintenance budget.</p> <p>We have a well established and experienced team who manage our new build projects, ensuring a strong design brief including flexibility, on time and on budget delivery.</p> <p>Our space planning group continues to review research and teaching requirements for the future to enable growth and efficiency.</p>
<b>Services</b> <p>As well as delivering excellence in teaching and research we need to ensure that our services deliver service excellence so that our students and staff have efficient and effective support.</p> <p>There is a risk that we do not deliver process and system improvements and our core strategies will be constrained.</p>	<p>The transformation agenda has been reshaped around five major projects to deliver on process and system improvements.</p> <p>Governance reviews have been completed to simplify and reduce bureaucracy.</p>
<b>Sustainability</b> <p>The global climate emergency is one of the highest risks on the Strategic Risk Register. There are increasing demands from Scottish Government, SFC and others on our response to sustainability. Increasing expectations from staff and students demand that we are being proactive in addressing the climate emergency.</p> <p>The impact to the University should we fail to meet our legal and ethical obligations could have a significant impact on our reputation.</p>	<p>Our sustainability strategy, Glasgow Green, sets out our ambition to achieve net zero by 2030. It is supplemented by a more detailed carbon management plan which will be implemented over the next eight years. We are committed to increasing capacity and capability to tackle the challenges we face as well as taking forward an extensive programme of academic work coordinated by the Centre for Sustainable Solutions.</p> <p>Our new campus build has sustainability at the heart of design and we are developing solutions to reduce our carbon footprint in our current estate and IT infrastructure. This is reflected in the significant investment in both increased maintenance spend, IT infrastructure and dedicated spend on sustainability initiatives to reduce our carbon footprint.</p>



# FINANCIAL REVIEW





# EXECUTIVE DIRECTOR OF FINANCE

## FOREWORD



**Gregor Caldow**  
**Executive Director of Finance**

**The University has delivered another year of excellent academic and financial results. We continue to develop, invest and deliver on our strategic plans enabled by strong financial results. The University reported a surplus of £121m before other gains and losses with our underlying surplus reducing from £142m last year to £68m as we increased investment to amplify the impact of the institution.**

Investment included a significant growth in academic departments and services, although overall staff numbers showed a slight reduction with a closure of the Lighthouse Laboratory. Total student numbers reduced slightly by 1%, although tuition fee income grew by 8% underpinned by international income. We expect to continue to invest in our thematic strategies of research, teaching, innovation and student experience beyond this year, with approved investment in excess of £30m in addition to investment in our enabling infrastructure.

Capital expenditure rose to £92m as we completed the first phase of our campus redevelopment programme that started in 2016. This included opening two new buildings, including the Adam Smith Business school building in time for the 2023-24 academic year. We also made progress on delivery of our IT investment plan with investment in core networking and cyber security through last year. We have ambitious plans to invest over £2bn in both our digital and physical Estate over the forthcoming years, which is necessary to continue to compete as a world changing University, but also to address long-term maintenance requirements and meet our sustainability commitments.

The University had £612m of cash and cash equivalents at the year end. This is necessary to fund our investment programme, repay some of our long-term debt of £245m but also to protect the institution

from downturns in international income which underpins our operating cash generation and cross subsidises research and teaching.

We completed our divestment from holdings in fossil fuel companies in September 2023, delivering on our commitment made in 2014.

Economic pressures and geopolitical risks continued through 2023 and are expected to continue through 2024. Inflation negatively impacted costs on our long-term investment programme and utility costs were adversely impacted through the year. With continued cost-of-living pressures, the University awarded an exceptional pay increment to staff which was the equivalent of a 3% increase in addition to nationally agreed levels.

Despite challenging economic and geopolitical times the University is in a strong position to continue to be successful through the efforts of our staff, students and alumni and as we deliver the benefits from our investments across teaching, research, innovation and the student experience.

**Gregor Caldow**  
**Executive Director of Finance**



# FINANCIAL REVIEW

## Summary Income & Expenditure

	2023 £m	2022 £m
Consolidated income	952.2	929.4
Consolidated expenditure	(831.5)	(1,002.7)
<b>Surplus/(Deficit) before other gains and losses</b>	<b>120.7</b>	<b>(73.3)</b>
Adjust for (decrease)/increase in USS pensions provision	(52.5)	215.6
<b>Underlying surplus before other gains and losses</b>	<b>68.2</b>	<b>142.3</b>

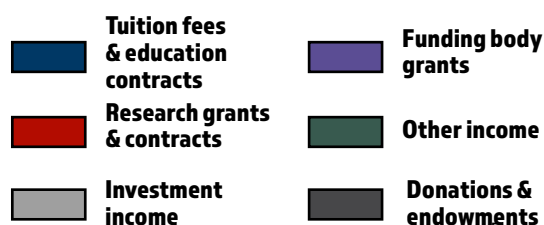
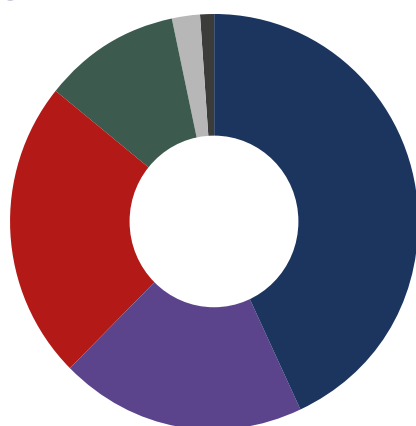
## Net Cash Position

Cash & cash equivalents at year end	611.5	583.2
Borrowings	(251.8)	(252.8)
Non-current investments (excluding endowment assets)	4.3	4.1
<b>Net Cash (note 22)</b>	<b>364.0</b>	<b>334.5</b>

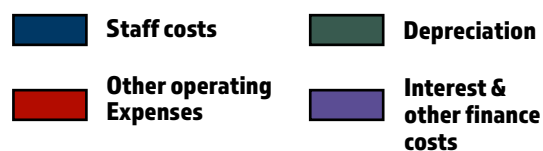
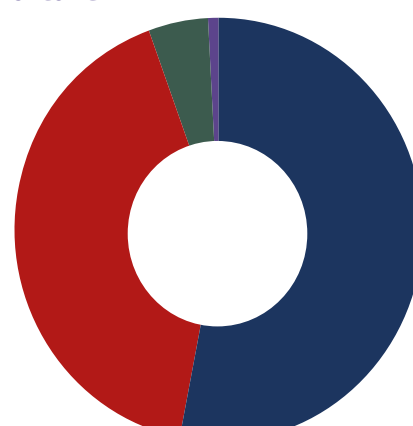
## Capital Spend Overview

<b>£92.4m</b> Capital expenditure in year	<b>£459.7m</b> Campus re-development major project spend since 16/17	<b>£67.5m</b> Capital commitments contracted and authorised
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### Income



### Expenditure



\*Excludes movement on USS deficit plan provision

# FINANCIAL REVIEW

## Income & Expenditure

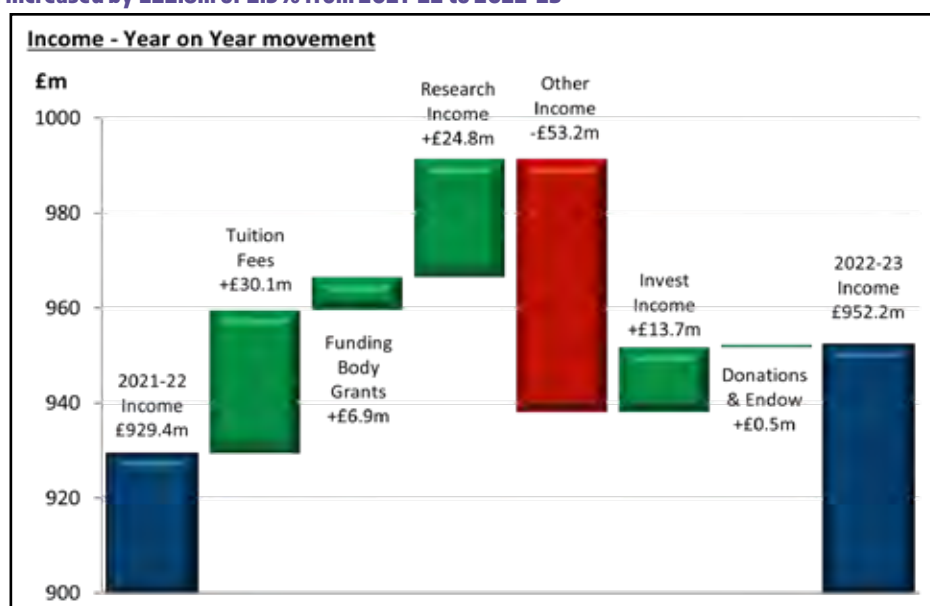
The University has achieved a strong set of results in the 2022-23 financial year. The increases in the underlying operating surpluses in 2020-21 and 2021-22 were predominantly due to increased student numbers and the reduction in 2022-23 is attributable to lower levels of other income. The 2022-23 surplus will be invested in future years to develop the campus, increase sustainability and enhance the student experience through investment in both IT and Estates, investing in our staff and increasing staffing levels where required and remaining competitive through investing in the University strategy.

The graph to the right shows the trend in operating surplus/(deficit) over the last five years, with the underlying positions adjusted for the movement in the provision for the Universities Superannuation Scheme (USS) deficit reduction plan. Accounting for this provision can cause significant volatility in the reported surplus/(deficit) and based on the expected outcomes from the current consultation process we are likely to see further volatility in 2023-24.



## Income

Total income increased by £22.8m or 2.5% from 2021-22 to 2022-23



The main movements are as follows:

- **Income from tuition fees and education contracts** grew by £30.1m or 7.9% to £410.8m. The largest movement was in overseas students, with income growing by £29.23m or 10.4% (2021-22: 40.6%)
- **Income from funding body grants** increased by £6.9m or 3.9%. Increased income of £4.8m for research grants related to one-off support distributed by the SFC in 2022-23 during the ongoing delay to the UK's decision on association with the Horizon Europe funding programme for research and innovation
- **Underlying research income** (research income excluding movements in capital grants) increased by £20.2m during the year, predominantly due to increases in funding from Research Councils, UK Government and Overseas sources. Capital grant income increased by £4.6m. The overall increase in

# FINANCIAL REVIEW

income from research grants and contracts was therefore £24.8m or 12.6% (2021-22: increase of £22.8m or 13.2%). However, the recovery of research income following the Covid-19 pandemic is still ongoing, particularly for UK Charity research income

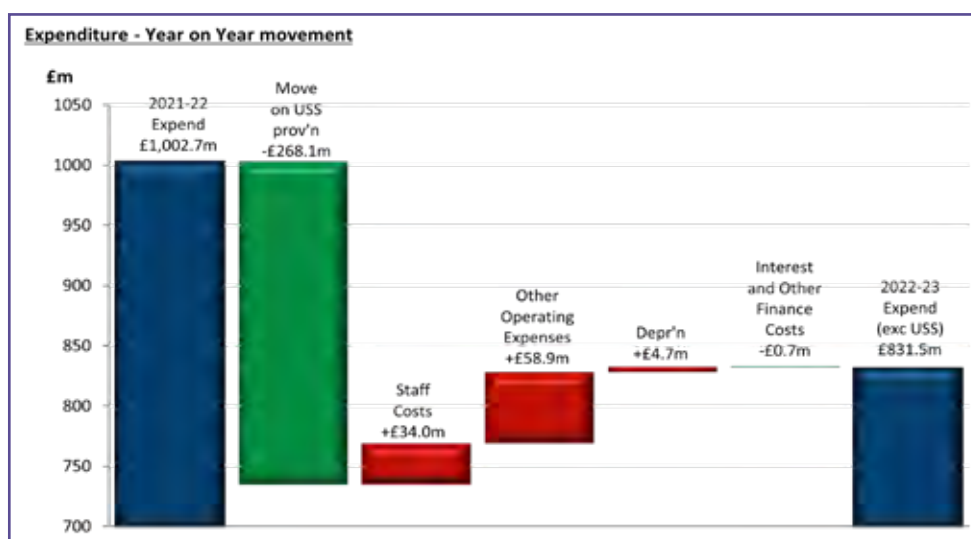
- **Other income** decreased by £53.2m or 34.0% in 2022-23. The majority of this decrease (£49.6m) related to a decrease in other services rendered due to the closure of the Lighthouse Laboratory after the contract for processing samples on behalf of the Department of Health and Social Care ceased

in June 2022. There has also been a decrease of £3.7m in partnership income from Glasgow International College Kaplan

- **Investment income** increased by £13.7m in 2022-23, due to increased interest rates
- **Income from donations and endowments** increased by £0.5m in 2022-23

## Expenditure

**Total expenditure decreased by £171.2m or 17.1% in 2022-23. This includes a £268.1m year on year favourable movement in the USS deficit reduction plan provision, with a £52.5m reduction in 2022-23 versus a £215.6m increase in 2021-22.**



- **Staff costs** increased by £34.0m or 7.8% in 2022-23 (2021-22: increase of £36.7m or 9.2%). The increase is principally due to the effect of annual salary increases, including the proportion of the 2023-24 pay award which was brought forward to February 2023. The USS contribution rate has remained at 21.6% for the year. Staff numbers have decreased by 52 FTE (1.0%), which is mainly driven by an increase of 339 FTE academic positions to support increased student numbers. This has been offset by a higher reduction of 518 FTE following the closure of the Lighthouse Laboratory
- **Other operating expenses** increased by £58.9m or

19.3% (2021-22: increase of £56.9m or 22.9%). Spend has increased across all areas of the University with higher student numbers and increased activity following the pandemic. The increase also relates to increased energy usage and prices for the year. However, spend has decreased in other income generating activity, as a result of the closure of the Lighthouse Laboratory in the 2022-23 year

- **Depreciation** increased by £4.7m, reflecting higher levels of additions in the Buildings and Equipment categories of fixed assets
- **Interest and other finance costs** decreased by £0.7m

# FINANCIAL REVIEW

## Net Cash & Cash flow

Net cash shows a positive funding position of £364.0m as at 31 July 2023. This represents a £29.5m increase on the 2021-22 closing position of £334.5m. Cash balances are being held to meet the significant capital commitments that the University has as part of its campus redevelopment programme and to provide resilience against risks and

economic shocks in the operating environment. Available funds (cash and cash equivalents and investments) increased by £28.5m, and debt decreased by £1m due to annual repayment of the SFC loan.



During 2020-21 the University took out two Revolving Credit Facilities giving additional borrowing capacity of £140m in total. This was to ensure the University has sufficient liquidity to manage challenges arising from Covid and to ensure funds were available to progress the institution's strategic goals. Neither of these facilities have been drawn on to date.

The five-year net cash history is shown above. This presents the overall cash position less long-term borrowings. Within long term borrowings is £245m for the campus development programme. This programme is ongoing, and funds will be further utilised as it is delivered.

Net cash flow from operating activities was £80.3m in 2022-23, representing the surplus after tax of £128.0m adjusted for non-cash items being mainly pension costs less contributions payable of £55.2m, depreciation of £41.3m and an overall movement in working capital balances of £11.2m.

Investing activities saw a net cash outflow in 2022-23 of £45.9m, with the purchase of property, plant and equipment of £88.7m due to the ongoing campus development programme, investment income of £23.2m and capital grant receipts of £21.7m.

Financing activities saw a net cash outflow in 2022-23 of £5.9m compared to an outflow of £6.6m in 2021-22. This improvement of £0.7m is mainly due to an increase in new endowments.

Capital commitments decreased by £56.3m in 2022-23 from £123.8m to £67.5m, mainly relating to commitments from the campus development programme.



# FINANCIAL REVIEW

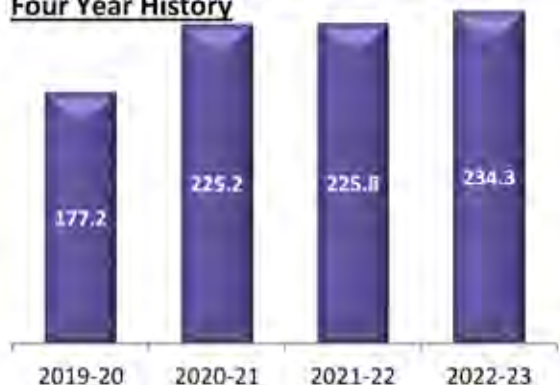
## Investment Performance

The FTSE All Share index has grown in 2022-23 at a rate of 6%, and the University has also experienced an increase of 3.7%. The lower return is due to fixed income and property investments adversely impacting positive returns from equities. The market value of its funds has increased by £8.4m in 2022-23. Volatility has been a feature of markets given the focus on inflation and monetary policy. Major central banks continued to raise interest rates over the period to address inflationary pressures. There are tentative signs that inflation is beginning to fall and growth remains reasonably resilient. Returns for the major asset classes in the University portfolio are ahead of their respective indices, albeit with negative returns in absolute terms from the fixed income component. Both UK and global equities have performed well achieving positive returns.

The value of endowment funds has increased in 2022-23 by £8.5m, to £234.3m, with new endowments of £2m and investment income and expenditure being £6.6m and £8.5m respectively in the year.

The performance of the fund managers is monitored, with targets being periodically reviewed, on a regular basis by a sub-committee of the Finance Committee, the Investment Advisory Committee.

**£m - Investments - Endowment Assets**  
**Four Year History**



## Pension Liability

The Consolidated pension provision decreased in 2022-23 by £27.6m to £305.6m. This was due to a positive movement of £52.5m in the Universities Superannuation Scheme (USS) deficit reduction plan provision, partially offset by a negative movement of £24.9m in the University of Glasgow Pension Scheme (UGPS) provision.

For USS, in accordance with FRS 102, the University records the present value of its commitments under the deficit recovery plan and updates key assumptions on an annual basis, these being the discount rate, future payroll and headcount growth. The provisions in 2023 and 2022 are based on the deficit recovery plan that was put in place as part of the 2020 valuation which requires deficit recovery contributions from employers of 6.2% until 31 March 2024, at which point the rate will increase to 6.3%. The decrease in the provision in 2023 is principally attributable to a higher discount rate due to the increase in interest rates.

The 2023 valuation of the scheme is currently in progress with the aim of completing the valuation in time to implement any changes by April 2024. Given the changes in market conditions since the 2020 valuation, it is likely that the 2023 valuation will show an improved funding position with the Scheme likely to be in a surplus position. Based on the ongoing consultation on the technical provisions to be adopted for the 2023 valuation, it is also likely that contribution rates for both employers and members will reduce.

The provisions for both UGPS and Strathclyde Pension Fund (SPF) have been subject to actuarial valuation as at 31 July 2023 in accordance with FRS 102 with a number of financial and demographic assumptions being applied. The UGPS scheme has seen an increase in the net pension deficit from £13.0m in the prior year to £37.9m in the current year. The net surplus in SPF has increased from £8.3m in the prior year to £11.3m in the current year. However, due to the strict recognition criteria contained within FRS 102 regarding scheme surpluses, the value of SPF has been recognised at nil to restrict the value of the surplus. For both schemes, changes to assumptions driven by external market conditions have been the primary drivers of the movements in the provisions. The key driver in the increase in the net deficit position for UGPS was the negative effect of the gilts crisis on the valuation of its investments (which are heavily weighted towards gilts and direct lending) which offset the positive impact of a higher discount rate being applied to its liabilities.

# FINANCIAL REVIEW

## SUMMARY

The University has achieved strong results in the 2022-23 year. There are new and significant challenges facing the University and the Higher Education sector in the UK and across the world.

The University continues to be mindful that the economic environment remains challenging and is constantly changing. The University continues to monitor the uncertainties surrounding inflation and geopolitical risks. The University manages the potential financial challenges in future years through the application of robust planning and budgeting procedures, basing these on financially prudent assumptions.

The University's Senior Management Group assesses the strategic risks that the University faces at each monthly management meeting and identifies and executes appropriate mitigating actions if required.

Court continues to emphasise that strong financial management is essential to support the University in making progress towards realising its strategic goals.



# GOVERNANCE

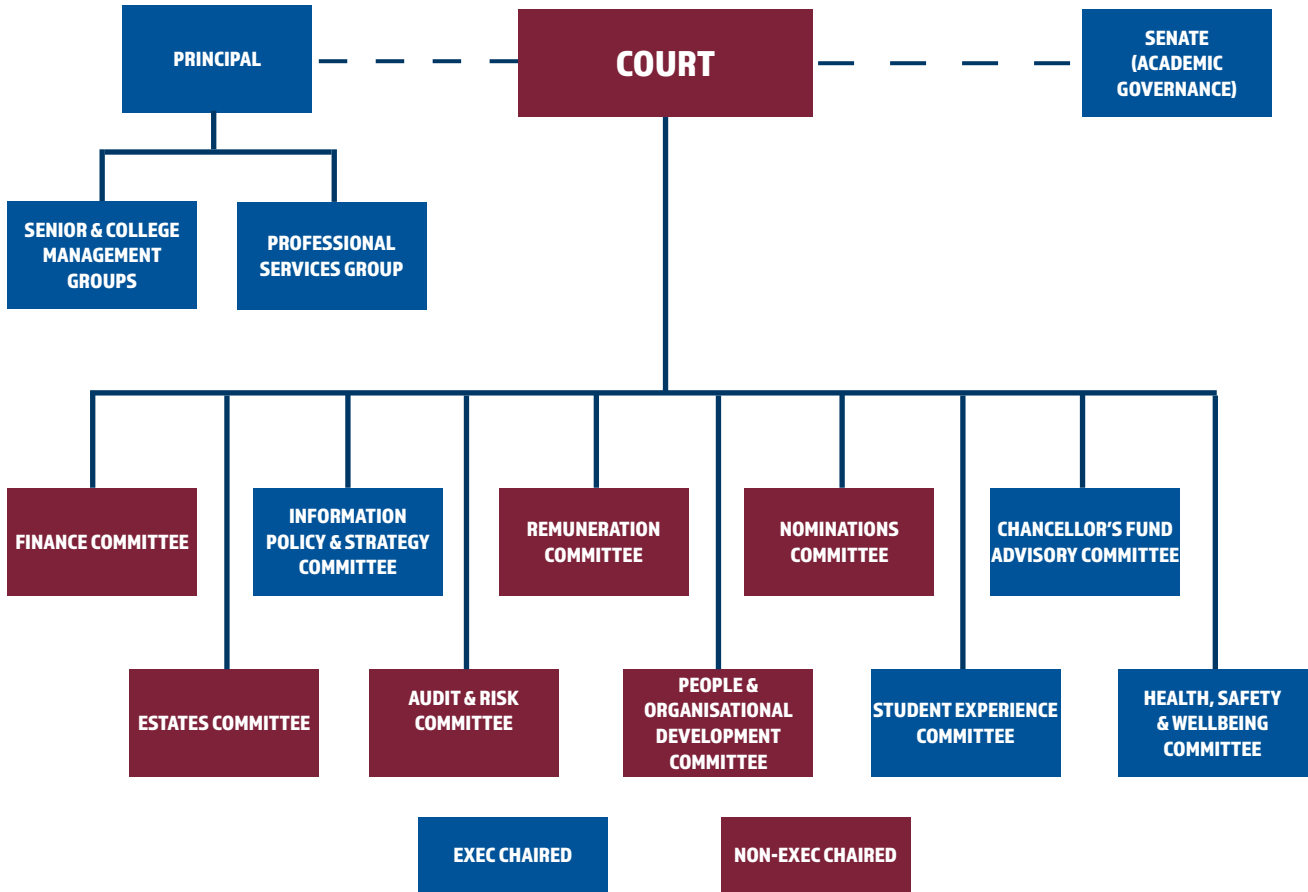


# GOVERNANCE STRUCTURE



Members of Court

## Corporate Governance Committee Structure



Details on the above Committees and their remits can be found at:  
<https://www.gla.ac.uk/myglasgow/governance/corporategovernance/structure/>



# MEMBERSHIP OF COURT

Members of Court who served during the year to 31 July 2023 are detailed below, as are members who served up to the date of approval of the reports and financial statements. Also shown is an indication of the Committees on which the members served during the year to 31 July 2023 and up to the date of approval of the reports and financial statements, the expiry date of their current term of office and whether they are independent members of Court.

	Start date	Expiry date	Committee membership	Independent member	Attendance at court meetings (2022/23)
<b>The Rector</b>					
Lady Rita Rae	Apr 2021	Mar 2024	SEC		3/5
<b>The Principal and Vice-Chancellor</b>					
Professor Sir Anton Muscatelli	Oct 2009	Sep 2025	CFAC, EC, FC, NC, POD, RC		5/5
<b>The Chancellor's Assessor</b>					
Mr Ronnie Mercer	Jan 2018	Jun 2023	EC, NC, RC	✱	5/5
Dr Bo Hu	Jul 2023	Jun 2027		✱	0/0
<b>Assessor of City of Glasgow Council</b>					
Councillor Susan Aitken	Jun 2017	May 2027		✱	2/5
<b>General Council Assessors</b>					
Mr Stuart Hoggan	Jul 2022	Jul 2026	ARC, EC, FC	✱	5/5
Dr Christine Middlemiss	Jul 2022	Jul 2026		✱	4/5
<b>Elected Academic Staff</b>					
Professor Sarah Armstrong	Aug 2023	Jul 2027	ARC, SEC		0/0
Professor Dan Haydon	Nov 2022	Oct 2026	FC, NC		3/4
Professor Nick Hill	Jan 2016	Jul 2023	FC, IPSC, NC, POD		5/5
Professor Simon Kennedy	Aug 2017	Jul 2025	ARC, EC, FC		5/5
Professor Kirsteen McCue	Aug 2017	Jul 2025	EC, POD		5/5
Professor Bethan Wood	Sep 2017	Jul 2025	EC, IPSC, POD, RC, SEC		5/5
<b>Elected Professional Services (Support) Staff</b>					
Mr Christopher Kennedy	Aug 2019	Jul 2027	EC, HSWC		3/5
<b>Trade Union Nominees</b>					
Dr Craig Daly	Aug 2019	Jul 2023	RC		4/5
Ms Paula McKerrow	Aug 2021	Jul 2024	HSWC, NC, POD		2/5
Professor Richard Reeve	Aug 2023	Jul 2027	POD		0/0
<b>Co-opted Members of Court</b>					
Ms Kerry Christie	Oct 2023	Sep 2027	POD, RC	✱	0/0

# MEMBERSHIP OF COURT

	Start date	Expiry date	Committee membership	Independent member	Attendance at court meetings (2022/23)
Professor Dame Nicola Dandridge	Jul 2022	Jul 2026	NC, SEC	✱	5/5
Mr David Finlayson	Oct 2017	Oct 2025	CFAC, NC, SEC	✱	4/5
Mr Laic Khalique	Apr 2021	Apr 2025	IPSC	✱	5/5
Mr Jonathan Loukes	Dec 2021	Dec 2025	FC, NC	✱	4/5
Dr June Milligan	Sep 2015	Oct 2023	POD, RC	✱	4/5
Ms Elspeth Orcharton	Oct 2016	Oct 2024	ARC, FC	✱	4/5
Ms Elizabeth Passey*	Aug 2016	Jul 2024*	FC, NC, RC	✱	5/5
Mr Shan Saba	Apr 2022	Apr 2026	POD	✱	4/5
Mr Gavin Stewart	Apr 2017	Mar 2025	FC, IPSC, NC	✱	4/5
<b>President of the Students' Representative Council (SRC)</b>					
Ms Rinna Vare	Jul 2022	Jun 2023	CFAC, EC, FC, IPSC, NC, RC, SEC		5/5
Ms Hailie Pentleton-Owens	Jul 2023	Jul 2024	CFAC, EC, FC, IPSC, NC, RC, SEC		1/1
<b>Assessor of the Students' Representative Council (SRC)</b>					
Mr Theo Frater	Oct 2022	Oct 2023			4/4
<b>University Secretary</b>					
Dr David Duncan**			CFAC, EC, HSWC, NC, POD, SEC		5/5

\* Ms Elizabeth Passey is also Convener of Court, an appointment that will run until July 2024.

\*\* Dr David Duncan is not a member of Court but attends in his capacity as University Secretary.

Further information and biographies of the Members of Court can be found on the University website at: <https://www.gla.ac.uk/explore/whoswho/#universitycourt>.

The Committees of Court as shown in the table are as follows:

- **ARC** - Audit & Risk Committee
- **EC** - Estates Committee
- **FC** - Finance Committee
- **HSWC** - Health, Safety and Wellbeing Committee
- **IPSC** - Information Policy and Strategy Committee
- **NC** - Nominations Committee
- **POD** - People and Organisational Development Committee
- **RC** - Remuneration Committee
- **SEC** - Student Experience Committee
- **CFAC** - Chancellor's Fund Advisory Committee

# CORPORATE GOVERNANCE STATEMENT



**Elizabeth Passey**  
**Convener of Court**

**The University Court of the University of Glasgow (Court) follows best practice in all aspects of corporate governance relevant to the higher education sector. This summary describes the manner in which Court has applied the principles of the Turnbull Committee guidance (as applicable) on internal control as amended by the British Universities Finance Directors Group in its 2006 guidance, of the 2017 Scottish Code of Good HE Governance, and of the Annual Accounts direction as issued by the Scottish Funding Council. Its purpose is to help the reader of the reports and financial statements understand how the principles have been applied.**

In the opinion of the Governing Body, the University complied with all the principles and provisions of the 2017 Scottish Code of Good Higher Education Governance. The newly elected Convener of Court (Senior Lay Member as defined by the HE (Scotland 2016) Act) will take up post in July 2024.

## University governance

Much of the University's modern constitutional framework derives from the Universities (Scotland) Act 1966, which updated and expanded on the Universities (Scotland) Acts 1858 to 1932. The University also complies with the Post-16 Education (Scotland) Act 2013 and the Higher Education Governance (Scotland) Act 2016. These Acts make provision for the three main statutory bodies in the governance of the University – Court, the Senate and the General Council.

All governance matters have followed the annual schedule of business, with normal agendas and supported by regular pre-meeting briefings.

The **Court** is the University's governing body. Its powers have been defined over a number of years, commencing in 1858, when Court was first established, and are set out in a series of Acts of Parliament, the Universities (Scotland) Acts 1858-1966. These Acts are supplemented by sections of other Acts and certain Ordinances, promulgated by the University and approved by the Monarch in Council. Ordinances have been enacted to extend the powers available to Court, or to clarify the powers which are not explicit in the Acts.

Court has ultimate responsibility for the deployment of resources in the University, and for the strategic plans of the institution. It does not normally generate proposals but receives them from other bodies within the University

- most notably the Senate and the Senior Management Group. It also has a monitoring role in relation to the overall performance of the University, and it holds the Principal and Vice-Chancellor (the Principal) to account for the effective and efficient management of the University. Working with the Senate, Court is responsible for the well-being of students and for the reputation of the University. It is also responsible for the well-being of staff. The Court Statement of Primary Responsibilities is published at <https://www.gla.ac.uk/myglasgow/courtoffice/statementofprimaryresponsibilities/>

Court has 25 members and, in the financial year 2022-23, consisted of: the Rector (who is elected by the students of the University), the Principal, the Chancellor's Assessor, a representative of Glasgow City Council, two assessors elected by the General Council, five assessors elected by the senior academic body, one elected professional services (support) staff member, two trade union nominees, the President of the Students' Representative Council, one assessor elected by the Students' Representative Council, and nine independent members appointed by Court, one of whom is appointed Convener of Court. The role of Convener of Court is remunerated, as permitted by the Higher Education (Scotland) Governance Act of 2016. All members of Court are entitled to claim expenses incurred in the course of their duties.

The current size of Court and its composition, as described in the Membership of Court, maintains a coherent and effectively functioning governing body, including an appropriate range of skills and experience. With regard to statutory requirements relating to membership, the Court amended its membership by Ordinance effective 1 August 2019 to align with the requirements of The Higher Education Governance (Scotland) Act 2016. This was within the time frames required in the Act.

# CORPORATE GOVERNANCE STATEMENT

Court conducts much of its business through ten committees, each having formally constituted terms of reference. Committees report to Court through their Chair, who - with two exceptions (the Health, Safety & Wellbeing Committee and Information Policy and Strategy Committee) - is an independent member of Court. The Committees are each expected by Court to appoint a Vice-Chair, and Court itself has also appointed a Vice-Convener, who is an independent member of Court (Elspeth Orcharton). Court meets five times per year.

The **Finance Committee** monitors the financial performance of the University and its associated legal entities. It considers financial policies and issues and makes recommendations to Court on these matters and with regard to the importance of financial sustainability. It also considers the reports and financial statements and revenue/capital budgets of the University and its associated legal entities and makes recommendations to Court thereon. During the year to 31 July 2023, the Committee was chaired by Gavin Stewart, an independent member of Court, and the Vice-Chair was Jonathan Loukes who is also an independent member of Court. The Committee normally meets five times a year.

The **Audit & Risk Committee** keeps under review the adequacy and effectiveness of the University's internal financial controls and internal control and risk management arrangements and oversees the arrangements for external and internal audit of the University's financial and management systems and of activities and processes related to these systems. During the year to 31 July 2023, the Committee was chaired by Elspeth Orcharton, an independent member of Court, and the Vice-Chair was Simon Bishop, an external independent member who is not a member of Court. The Committee normally meets four times a year, with the University's external and internal auditors in attendance.

The **Nominations Committee** makes recommendations to Court on the appointment of independent members to Court and on the appointment of the chair and members of Court Committees, having regard to the skills and experience required. The University provides induction training for all new members of Court and its Committees. The training covers Higher Education in Scotland, University Governance, University Strategy and Financial Management. During the year to 31 July 2023, the Committee was chaired by Ronnie Mercer, The Chancellor's Assessor, until June 2023 and is now chaired by Professor Dame Nicola Dandridge. The Vice-Chair during the year to 31 July 2023 was Jonathan Loukes who is an independent member of Court. The Committee normally meets once a year.

The **Remuneration Committee** makes recommendations to Court on the process of determining salary awards for senior staff and determines the Principal's

remuneration in the absence of the Principal, who is not a member of the Committee but attends for items relating to senior management remuneration other than his own. The Committee's remit also covers the remuneration of the Convener of Court. The Convener of Court is also a member of the Remuneration Committee and also leaves the meeting while Convener remuneration is discussed. Details of the remuneration of senior post-holders for the year ended 31 July 2023 are set out in note 7 to the financial statements. During the year to 31 July 2023, the Committee was chaired by June Milligan, an independent member of Court and the Vice-Chair until June 2023 was Ronnie Mercer, the Chancellor's Assessor. The process is currently underway to appoint a new Vice-Chair. The Committee normally meets twice a year.

As the University's Chief Executive Officer, the Principal has formal and wide-ranging responsibilities for the strategic leadership and direction of the University. The Principal is a member of Court and Convener of Senate. The Principal leads the Senior Management Group (SMG), which also includes the Deputy Vice-Chancellors (three in total), Vice-Principals (eight in total), the Executive Director of Finance and the Executive Director of HR.

The remuneration and terms and conditions of the Principal are determined by members of the Remuneration Committee.

The Remuneration Committee's review of the Principal's salary is informed by:

- the annual Performance & Development review discussion conducted by the Convener of Court, reflecting feedback from staff, students, members of Court and the senior executive and informed by a 360° appraisal process;
- individual and collective SMG performance in advancing the University's strategic objectives; and
- the need to provide tangible reward for excellent performance and a competitive remuneration package that is consistent with robust benchmark data and reflective of equivalent positions within comparable Russell Group/major UK universities.

The remit of the Remuneration Committee also includes responsibility to determine the salaries of the Principal and other members of Senior Management Group, having regard to:

- their performance in advancing the University's strategic objectives;
- the need to offer salaries that are competitive with those of other major UK universities, as reflected in robust comparative data; and
- the budget approved by Court.

There is also an annual evaluation process of the performance of the Convener of Court. This is led by the



# CORPORATE GOVERNANCE STATEMENT

Chancellor's Assessor.

The **People and Organisational Development Committee**, reviews the University's HR Strategy and, through agreed performance indicators, monitors its relevance, implementation and effectiveness; ensures that the strategy is consistent with and supports the University's mission, vision and values; monitors compliance with the legal and regulatory framework for HR and ensures the adoption of best practice; acts as a sounding board for the University's executive officers and HR function, providing advice, from a breadth of perspectives, on human resource management issues; and ensures that the University's senior management demonstrate the importance of HR to the institution by providing support and leadership to all staff. During the year to 31 July 2023, the Committee was chaired by an independent member of Court, June Milligan and the Vice-Chair was Rob Goward, an external independent member who is not a member of Court. The Committee normally meets three times a year.

The **Estates Committee** develops and maintains strategic estate plans for consideration by Court taking into account academic need, resource implications and the importance of environmental sustainability. During the year to 31 July 2023, the Committee was chaired by the Chancellor's Assessor, Ronnie Mercer, until June 2023 and is now chaired by Stuart Hoggan. The Vice-Chair is Doug Smith who is an independent member of the Committee. The Committee normally meets five times a year.

The **Information Policy and Strategy Committee** develops and maintains a strategic Information Technology (IT) strategy and associated financial and implementation plans for consideration by SMG and Court which supports the delivery of the University's Strategic Plan taking into account resource implications. During the year to 31 July 2023, the Committee was chaired by Professor Frank Coton, Senior-Vice Principal / Deputy Vice Chancellor (Academic). The Vice-Chair was Laic Khalique who is an independent member of Court.

The **Health, Safety and Wellbeing Committee** provides a forum within which consultation and discussion may take place between representatives of University management and representatives of staff and students on health, safety and wellbeing matters. The Committee will also make representations and recommendations to Court as required. During the year to 31 July 2023, the Committee was chaired by the Chief Operating Officer and University Secretary, David Duncan, and normally meets four times a year.

The **Chancellor's Fund Advisory Committee** supports innovative, exciting projects that have an impact across the University and wider community.

The Chancellor's Fund aims to:

- Support our students by helping to provide a rich and rewarding university experience
- Enhance the learning environment by providing access to new technologies and enhanced facilities
- Develop excellence by providing financial support for research, teaching and promoting academic developments
- Preserve the University's heritage, enhancing the physical and cultural heritage of the University

Its remit includes ensuring that the University operates effective due diligence around the disbursement of the funds of the Chancellor's Fund, considers any ethical and reputational issues associated with the disbursement, ensures that disbursement will not cause an unacceptable conflict of interest for the University and reports annually to Court on its activities. During the year to 31 July 2023, the Committee was chaired by the Chief Operating Officer and University Secretary, David Duncan.

The **Student Experience Committee** is a joint committee of Court and Senate. During the year to 31 July 2023, the Committee was co-chaired by Chief Operating Officer and University Secretary, David Duncan, and the SRC President, Rinna Vare. Its remit includes: agreeing and overseeing implementation of a common strategy, plans and policies for non-academic aspects of student life; ensuring that every student has the opportunity to enjoy and derive value from their university experience; ensuring that the University's provision for the student experience reflects the diversity of needs within the student population; and reviewing and monitoring the effectiveness of services and determining their priorities. The Committee normally meets five times a year.

In respect of its strategic and development responsibilities, Court receives recommendations and advice from the **Senior Management Group**. The Heads of College, Vice Principals and other senior officers are members of the Senior Management Group which is convened by the Principal. The Senior Management Group roles currently reflect equal gender diversity. The Principal briefs each meeting of Court on significant matters and reports on issues considered by the Senior Management Group.

## The Senate

The Senate is the senior academic body of the University and subject to the powers of the Court, is responsible for the academic activity of the University and the maintenance of academic standards. From 1 August 2019 the composition of Senate has been amended via Ordinance to align with the requirements of the Higher Education Governance (Scotland) Act 2016; the number on Senate as at 31 July 2023 was 133 (2022: 133).

# CORPORATE GOVERNANCE STATEMENT

## The General Council

The General Council comprises the graduates of the University. It has a statutory right to comment on matters which affect the well-being and prosperity of the University. It meets twice a year and is normally chaired by the Chancellor.

## Statement of internal control

Court is ultimately responsible for the University's system of internal control and, as chief executive officer, the Principal is responsible for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Senior Management Group receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms. A key control is the Principal's Budget Briefing which takes place in May of each year. This meeting is attended by the Senior Vice Principal, Heads of College and the University Secretary. The Budget Briefing provides a forum for the Principal, the Heads of College and the University Secretary to discuss the key strategic issues within each College and University Services. These meetings are also attended by other SMG members and senior staff from the Finance Office.

The Audit & Risk Committee's role in this area is confined to a high-level review of the arrangements for internal control.

The University's internal auditors monitor the systems of internal control, risk management controls and governance processes in accordance with an agreed plan and report their findings to management and the Audit & Risk Committee. During this year's review period our internal auditors have identified areas of improvement which are common across the Higher Education sector. Management is responsible for the implementation of agreed audit recommendations and the internal auditors undertake periodic follow-up reviews to ensure that such recommendations have been implemented. The Audit & Risk Committee considers summarised reports together with recommendations for the improvement of the University's systems of internal control and management's responses and implementation plans. Whilst senior executives attend meetings of the Audit & Risk Committee as necessary, they are not members of the Committee and the Committee meets the internal and external auditors on their own for independent discussions. Court receives regular reports from the Audit & Risk Committee, including reports relating to the University's risk register. On an annual basis, the Court also reviews the University's risk register.

Court is of a view that there is an ongoing process for identifying, evaluating and managing the University's significant risks, and that it has been in place throughout the year ended 31 July 2023 and up to the date of approval of the annual reports and financial statements.

## General data protection regulation

The University put in place actions to ensure compliance with the General Data Protection Regulation, which was introduced in May 2018.

## Modern Slavery Act statement

The University is committed to ensuring and actively monitoring that modern slavery and human trafficking is not taking place in any parts of its operation within the University and its supply chain. For further information relating to the Modern Slavery Act statement, see <https://www.gla.ac.uk/legal/modernslaveryact/>

## Sustainability strategy and delivery

Appointed by the Senior Management Group, the Sustainability Strategy and Delivery Board is responsible for overseeing the development and delivery of the University's Sustainability Strategy ('Glasgow Green: Towards a Climate Strategy and Action Plan for the University of Glasgow'). Court approved the strategy and receives an annual update on progress. Under the Strategy, the University is committed to a very significant plan of action to achieve carbon neutrality by 2030 and will seek the support of all members of the University community in addressing the climate emergency and making the University a leader in this field. The Strategy is published at <https://www.gla.ac.uk/myglasgow/sustainability/glasgowgreen/>

## Going concern

The University's principal operations, together with the factors likely to affect its future development and its financial position are noted in the Strategies and Values, Operating Review and Financial Review sections.

At 31 July 2023 the University held cash and cash equivalents of £589.8m, while net current assets were £360.0m and the only external borrowings are private placement bonds of £245m on maturities from 2042 to 2057 and a £10m unsecured loan from the Scottish Funding Council that is fully repayable by 2030. The University complied with all covenant requirements for existing borrowing at 31 July 2023 and forecasts significant headroom in its covenant compliance throughout the going concern period to 31 January 2025.

Court has reviewed financial forecasts, including plans for future student recruitment, and after reviewing the assumptions utilised in the budget, it is satisfied that the University is expected to be able to meet its commitments and obligations until at least 31 January 2025 from the

# CORPORATE GOVERNANCE STATEMENT

date of the signing of this report.

Accordingly, Court has concluded that it is correct to retain the going concern basis in preparing the financial statements. More information is provided in the Statement of Principal Accounting Policies on pages 63 to 67.

**Elizabeth Passey**  
**Convener of Court**

**22 November 2023**

# STATEMENT OF RESPONSIBILITIES OF COURT



**David Duncan**  
**Chief Operating Officer and University Secretary**

**The University Court of the University of Glasgow (Court) is responsible for the administration and management of the affairs of the University. Its duties are formalised in a formal Statement of Primary Responsibilities, which is available on the University website at <https://www.gla.ac.uk/myglasgow/courtoffice/statementofprimaryresponsibilities/>. Amongst its duties, Court is required to present audited financial statements for each financial year.**

Court is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the University and to enable it to ensure that the financial statements are prepared in accordance with all relevant Acts of Parliament, with the Statement of Recommended Practice on Accounting for Further and Higher Education issued in 2019, and with other relevant accounting standards (United Kingdom Generally Accepted Accounting Practice, Financial Reporting Standard 102). In addition, within the terms and conditions of a Financial Memorandum agreed with the Scottish Funding Council for Further and Higher Education (Scottish Funding Council), Court, through its designated office holder, is required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the University and of the surplus or deficit and cash flows for that year.

In causing the financial statements to be prepared, Court has to ensure that suitable accounting policies are selected and applied consistently, judgements and estimates are made that are reasonable and prudent, applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and that the financial statements are prepared on the going concern basis unless it is inappropriate to assume that the University will continue in operation.

Court is satisfied that the University has prepared forecasts extending beyond the going concern assessment period. The University has adequate resources to continue in operation for the foreseeable future: for this reason, the going concern basis continues to be adopted in the preparation of the financial statements.

Court has a responsibility to ensure that funds from the

Scottish Funding Council are used only for the purposes for which they have been given and in accordance with the Financial Memorandum of the Scottish Funding Council and any other conditions which the Scottish Funding Council may from time to time prescribe. Court also has a responsibility to ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; safeguard the assets of the University; take reasonable steps to prevent and detect fraud and to ensure that reasonable steps have been taken to secure the economic, efficient and effective management of the University's resources and expenditure.

The key elements in the University's system of internal financial control, which is designed to discharge the responsibilities set out above, include:

- clear definitions of the responsibilities of, and the authority delegated to, heads of academic and administrative departments;
- a comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash flow budgets and regular reviews of academic performance and quarterly reviews of financial results and forecast out turns;
- clearly defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approval levels set by Court;
- comprehensive Financial Regulations detailing financial controls and procedures; and



# STATEMENT OF RESPONSIBILITIES OF COURT

- an Internal Audit service, the annual programme of which is approved by the Audit & Risk Committee.

The Audit & Risk Committee, on behalf of Court, has reviewed the effectiveness of the system of internal control. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss. Court is satisfied that there is an ongoing process for identifying, evaluating and managing the University's significant risks that has been in place for the year ended 31 July 2023 and for the period to the date of the approval of the reports and financial

statements. This process accords with the internal control guidance as applicable to the higher education sector.

The members of Court who hold office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the University's auditors are unaware; and each member of Court has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the University's auditors are aware of that information.

**David Duncan**  
**Chief Operating Officer and University Secretary**

**On behalf of Court**  
**22 November 2023**

# UNIVERSITY POLICIES

## Accounting policies

The University's financial statements have been prepared in accordance with the Statement of Principal Accounting Policies as set out on pages 63 to 67.

The format of the financial statements reflects the format as required by the 2019 SORP. The notes to the financial statements reflect best practice guidance given by the British Universities Finance Directors Group and also any requirements issued by the Scottish Funding Council in its Annual Accounts Direction and Guidance. Where a prior year restatement is required, this is disclosed within the Statement of Principal Accounting Policies.

## Creditor policy

The University aims to pay all of its suppliers promptly. The terms of payment of the University are 30 days from the date of invoice but specific terms and conditions can be agreed for certain suppliers if required. As at 31 July 2023 the University's outstanding payments represented approximately 11 days' purchases compared to 12 days in 2022. The University has no matters to disclose under the Late Payment of Commercial Debts (Interest) Act 1998.

The financing and liquidity of the University and its exposure to financial risk is overseen by Court through the Finance Committee. Each year, as part of the financial budgeting process, five year rolling forecasts are prepared which consider the likely cash position given the assumed operational movements and planned investment in property, plant and equipment and working capital. There are also regular reviews of long-term cash flow scenario models. This enables the Finance Committee to consider any future borrowing requirements in a timely manner.

## Treasury management

The University invests in funds to diversify its risk and the level of investment in these funds and fund performance is overseen by a separate investment committee. The University's remaining non-endowment cash balances are primarily held in the form of interest-bearing deposits and money market funds with financial institutions.

In accordance with University policy, the non-endowment cash balances of the University can be invested in temporary cash deposits with the major clearing banks, building societies and money market funds up to a pre-set maximum level of counter party capacity. Individual institutions must be rated at a minimum of BBB+ (as per Standard and Poor's long-term rating) with money market funds at a minimum of A+ rated. The maximum term for deposits is set at 12 months. Limits on individual institutions range from £50-100m.

The University is exposed to changing interest rates, although the exposure is viewed as low given that interest receivable was 1.74% of total income in the year (2022: 0.18%).

## Ethical investment policy

It is the role of Court to set out the ethical platform on which the University's asset investments are managed. The University's approach is set out in the Socially Responsible Investment Policy which was approved by Court in October 2009 and updated in both 2018 and 2021. Court requires its investment managers to commit to socially responsible investment within their investment policies.

The University also prohibits direct investment in the tobacco industry and in controversial armaments and, since 2014, the Court has mandated restrictions in investment in fossil fuels. Court has committed to a phased reduction in the University's direct investment in the fossil fuel extraction industry. During the first phase of the divestment strategy, the central target weight of fossil fuel stocks in the Portfolio was limited to the lower of the aggregate Benchmark Index weight for fossil fuel stocks or 5.7%, operating within a control range to the central target weight of +0.5% / -0.7%. In June 2021, following the completion of a review, Court approved enhanced restrictions, with a reduction in the central target weight to 2.85% and corresponding reductions in the control range to +0.25% / -0.35%. This change was implemented by the University's fund managers by 31 July 2022. With effect from September 2023 the University has now fully divested from fossil fuels which means that Court has met its target of full divestment by 2024.

## Tax strategy

The University is committed to transparent reporting and has published its tax strategy for 2023-24 on the University's website. The document addresses the University's approach to risk management and governance, attitude towards tax planning and the University's approach towards its dealings with HM Revenue & Customs (HMRC). For further information relating to the University's tax strategy, see website [www.gla.ac.uk](http://www.gla.ac.uk).

## Public Sector Equality Duty

The Public Sector Equality Duty requires the University to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations when carrying out its activities.

The University has published a set of Equality Outcomes for 2021-2025 which are as follows:

- Improve our engaging and enabling culture for women through continued focus on increasing the percentage of senior women, growing the talent pipeline, and creating a positive campus culture
- By embracing diversity and respecting difference we take an anti-racist approach to race equality work and aim to address structural inequalities
- Implement a whole university approach to ensure disabled people can engage and thrive in campus opportunities
- Articulate and embed a values-led culture which

# UNIVERSITY POLICIES

establishes the expected behaviours of students and staff

- Work towards an inclusive and respectful culture, which is free from violence, harassment, and bullying
- Learning and teaching is fully inclusive, accessible and promotes a global curriculum which is reflective of our community
- To engender a campus environment where wellbeing is integral, valued and strategically significant

The report setting these Equality Outcomes together with details of actions, resources/time frame and success measures/ intended impact is available, together with previously published reports, at: <https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/equalityact/#publicsectorequalitydutyoverview>

## Fair Working Practices

The University is committed to fair working practices and we demonstrate this in our values, policies and procedures and in how we deliver high quality services.

We have been a fully accredited Living Wage Employer since 2015 and we do not adopt inappropriate use of zero hour contracts. Our commitment to paying employees at least the Living Wage is complemented by our membership of the Scottish Business Pledge, a values-led partnership between Government and business. The Pledge encourages employers to adopt fair and progressive business workplace policies including supporting activities to improve gender balance and diversity in the workforce.

The University also currently holds an institutional Bronze Award from Athena SWAN in recognition of a commitment to provide the resources necessary to eliminate gender bias and create an inclusive culture that values female staff. Although Athena SWAN is focused on the STEM disciplines, the University's Senior Management Group and the Equality and Diversity Strategy Committee believe that the achievement of a Bronze Award has had a positive impact across the institution, on both male and female careers and across disciplines. The Schools and Research Institutes also hold their own Gold, Silver and Bronze level awards across 23 areas.

In our approach to fair working practices we provide the following:

- Opportunities for flexible working
- Support for learning and development
- Access to a range of employee assistance schemes
- Policies in relation to Equality and Diversity
- A consultative forum in place between Senior Management and the four campus trade unions

As we expect our suppliers and extended supply chain to take a similarly positive approach to workforce-related matters as part of a fair and equitable employment and reward package, prospective Suppliers are required to

advise on the fair working practices they would employ in the delivery of the contract they are bidding for.

## Disability policy

The University is committed to the implementation of a policy to achieve equality of opportunity for students, members of staff, potential students, potential members of staff and lay members of Court and other governance committees, and to meeting the requirements of all relevant external legislation.

To enable the University to fulfil its mission statement, the aim is to build an inclusive and supportive environment which meets the needs of all staff, students and visitors to the University.

The Disability Policy provides a framework for promoting disability equality with the aim of identifying and removing any barriers which exist for disabled people using the University's facilities and enabling them to access as fully as possible all education, employment, social and leisure opportunities.

## Equality and diversity policy

The University is committed to ensuring that the creativity, innovation and talents of its people are fully utilised. The University community is made up of a wide range of people with diverse backgrounds and circumstances, which is valued and regarded as a great asset.

The University has developed a policy that aims to challenge discrimination, promote and implement equality measures, progress social justice and to strive to ensure that no one is disadvantaged. The policy also looks to ensure that the University complies with all current and relevant anti-discrimination legislation. By adopting this policy the University accepts its responsibility to ensure that discrimination does not take place and that everyone in the University is treated equally and fairly.

## Facility time publication requirements

The Trade Union (Facility Time Publication Requirements) Regulations 2017 implement Section 13 of the Trade Union Act 2016 (inserted in TULRCA 1992) which requires relevant public sector employers to report annually on paid time off provided to relevant trade union officials\* for trade union duties and activities.

The regulations came into force on 1 April 2017 with the first reporting requirement to contain information up to 31 March 2018. The information for annual reporting is drawn up to 31 March each year and the following tables show the information reported for the year to 31 March 2023:

\*Relevant union official refers to trade union officials, learning representatives or safety representatives.

# UNIVERSITY POLICIES

Year to 31 March 2023

**Table 1 - Relevant union officials**

Number of employees who were relevant union officials during the relevant period  
Full-time equivalent employee number

55  
51.88

**Table 2 - Percentage of time spent on facility time**

0%  
1%-50%  
51%-99%  
100%

-  
55  
-  
-  
55

**Table 3 - Percentage of pay bill spent on facility time**

Total cost of facility time  
Total pay bill  
Percentage of the total pay bill spent on facility time (calculated as total cost of facility time / total pay bill \* 100)

£190k  
£448,497k  
0.04%

**Table 4 - Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours (calculated as (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100)

0.00%

**Professor Anton Muscatelli**  
**Principal**

**Gavin Stewart**  
**Chair of Finance Committee**

**Gregor Caldow**  
**Executive Director of Finance**



# INDEPENDENT AUDITOR'S REPORT



# INDEPENDENT AUDITOR'S REPORT TO THE UNIVERSITY OF GLASGOW (the "Institution")

## Report on the audit of the financial statements

### Opinion

In our opinion, the University of Glasgow's group financial statements and institution financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the institution's affairs as at 31 July 2023 and of the group's and institution's income and expenditure and recognised gains and losses, and of the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law);
- have been properly prepared in accordance with the requirements of the Statement of Recommended Practice – Accounting for Further and Higher Education; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 14 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

We have audited the financial statements, included within the Annual Report and Accounts (the "Annual Report"), which comprise the Consolidated and Institution statement of financial position as at 31 July 2023; the Consolidated and Institution statement of comprehensive income, the Consolidated and Institution statement of changes in reserves, and the Consolidated statement of cash flows for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and institution's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the Court's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and institution's ability to continue as a going concern.

Our responsibilities and the responsibilities of the Court with respect to going concern are described in the relevant sections of this report.

### Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The Court is responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

# INDEPENDENT AUDITOR'S REPORT TO THE UNIVERSITY OF GLASGOW (the "Institution")

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

## *Annual Report*

Under the Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if, in our opinion, the information given in the Annual Report is inconsistent in any material respect with the financial statements. We have no exceptions to report arising from this responsibility.

## **Responsibilities for the financial statements and the audit**

### *Responsibilities of the Court for the financial statements*

As explained more fully in the Statement of Responsibilities of Court set out on pages 53-54, the Court is responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Court is also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Court is responsible for assessing the group's and institution's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the Court either intends to liquidate the group and institution or to cease operations, or has no realistic alternative but to do so.

### *Auditors' responsibilities for the audit of the financial statements*

We are eligible to act and have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the institution/industry, we identified that the principal risks of non-compliance with laws and regulations related to employment laws, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 14 of the Charities Accounts (Scotland) Regulations 2006 (as amended). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to understatement of the surplus. Audit procedures performed included:

- Testing of journal entries with particular focus on unusual account combinations within income and expenditure;
- Challenging assumptions and judgements made by management in determining significant accounting estimates;
- Inquiries with management, including consideration of known or suspected instances of non-compliance with laws

# INDEPENDENT AUDITOR'S REPORT TO THE UNIVERSITY OF GLASGOW (the "Institution")

- and regulations and fraud;
- Review of the financial statements to assess compliance with relevant laws and regulations; and
- Review of minutes of key meetings.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)

This description forms part of our auditors' report.

## **Use of this report**

This report, including the opinions, has been prepared for and only for the institution's Court as a body in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulations made under that Act (regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## **Other required reporting**

### **Opinions on other matters prescribed in the requirements attached to the Scottish Funding Council's Financial Memorandum**

In our opinion, in all material respects:

- the requirements of the Scottish Funding Council's accounts direction have been met;
- funds from whatever source administered by the institution for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation and any other terms and conditions attached to them; and
- funds provided by the Scottish Funding Council have been applied in accordance with the requirements of the Scottish Funding Council's Financial Memorandum with Higher Education Institutions.

### **Charities Accounts (Scotland) Regulations 2006 (as amended) exception reporting**

Under the Charities Accounts (Scotland) Regulations 2006 we are required to report to you if, in our opinion:

- sufficient accounting records have not been kept by the institution; or
- the institution financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

We have no exceptions to report arising from this responsibility.

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Glasgow  
November 2023



# FINANCIAL STATEMENTS



# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

## Accounting convention

The consolidated financial statements have been prepared in compliance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (SORP) (2019 edition) as they apply to the financial statements of the Group for the year ended 31 July 2023.

The University is a public benefit entity and has applied the relevant public benefit requirements of FRS 102.

The financial statements also conform to guidance published by the Scottish Funding Council.

## Basis of preparation

The financial statements have been prepared under the historic cost convention, modified to include certain items at fair value.

The financial statements are prepared in sterling which is the functional currency of the group and rounded to the nearest £m (to one decimal place).

The University has taken the exemption under section 3.3 of the SORP (1.12(b) of FRS 102) not to produce a separate cash flow statement for the University as the parent entity.

## Going Concern

The University's principal operations, together with the factors likely to affect its future development and its financial position are noted in the Strategy and Value, Operating Review, Financial Review and Governance sections.

At 31 July 2023 the Group held cash and cash equivalents of £611.5m, while net current assets were £379.9m and the only external borrowings are private placement bonds of £245m on maturities from 2042 to 2057 and a £10m unsecured loan from the Scottish Funding Council that is fully repayable by 2030. Subsequent to the year-end the University held cash and cash equivalents of £639.9m at 31 October 2023 and had no further borrowing in place. The University complied with all covenant requirements for existing borrowing at 31 July 2023 and, even on its most restrictive covenant, forecasts significant headroom of at least £36m in its covenant compliance at 31 July 2025.

The University Court has reviewed financial forecasts, including plans for future student recruitment, and after reviewing the assumptions utilised in the budget, it is satisfied that the University and Group is expected to be able to meet its commitments and obligations until at least 31 January 2025.

The 2023 budget, which fully covers the period of the going concern assessment up to 31 January 2025, has been prepared after consideration of known business risks and based on conservative financial assumptions. This projects positive operating cash surpluses each year.

Accordingly, Court has concluded that it is correct to retain the going concern basis in preparing the financial statements for both the Group and University.

## Basis of consolidation

The consolidated financial statements consolidate the financial statements of the University of Glasgow, its subsidiary companies and unincorporated undertakings for the financial year to 31 July 2023. Also consolidated are the results of the University of Glasgow Trust, an independent charity, set up to collect donations and disburse them for the benefit of the University. The consolidated financial statements do not include the income and expenditure of the University of Glasgow Students' Unions as the University does not exert control or dominant influence over them.

Gains or losses on any intra group transactions are eliminated in full. Amounts in relation to debts and claims between undertakings included in the consolidation are also eliminated.

## Income recognition

Income from the sale of goods or rendering of services is credited to the Statement of Comprehensive Income when the goods or services are supplied to the external customers or the terms of the contract have been satisfied. Tuition fee income is stated net of any discounts and is credited to the Statement of Comprehensive Income over the period in which the students are studying. Bursaries and scholarships are accounted for gross as expenditure and are not netted from fee income.

Government grants, including funding body grants and research grants from government sources, are recognised within the Statement of Comprehensive Income when the University is entitled to the income and performance related conditions have been met.

Other grants and donations from non-government sources (including research grants from non-government sources) are recognised within the Statement of Comprehensive Income when the University is entitled to the income and performance related conditions have been met.

Income received in advance of performance related conditions is deferred in the Statement of Financial Position and released to the Statement of Comprehensive Income in line with such conditions being met.

Capital grants are recognised in income when the University is entitled to the income subject to any performance related conditions being met.

Investment income and appreciation of endowments are recorded in income in the year in which they arise and as either restricted or unrestricted income according to the terms of the restriction applied to the individual endowment funds.

## Tangible assets

Tangible assets include items of equipment and plant and machinery (including software and vehicles) costing over £50k and capital building projects over £100k.

Costs incurred in relation to land and property after initial

# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

purchase or construction, and prior to valuation, are capitalised to the extent that they increase the expected future benefits to the University. Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Tangible assets are stated at cost and depreciated on a straight-line basis as follows:

## Buildings:

Structural	50+ years
Roofing	20-25 years
Electrical & mechanical	15-20 years
Fit out	5-10 years

Plant & machinery 15-30 years

Equipment Up to 10 years

Land and assets under construction are not depreciated.

Tangible assets are assessed for indicators of impairment at each year end date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income.

Assets are considered to be impaired if their recoverable value is less than book value. The recoverable amount of a tangible asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss on tangible assets, the prior impairment loss is reversed only to the extent that it does not lead to a revised carrying amount higher than if no impairment had been recognised.

## Repairs and maintenance

Repairs and maintenance expenditure is recognised in the Statement of Comprehensive Income in the year it is incurred as it does not add value to the University estate and therefore is not appropriate to be capitalised. The University has a planned repairs and maintenance programme, which is reviewed on an annual basis.

## Donated assets

Where they would have been treated as tangible assets had they been purchased by the University, donated assets of a significant value (such as gifts of equipment, works of art and property) are capitalised at their current value and depreciated in accordance with the tangible assets policy. The corresponding credit is recognised in the Statement of Comprehensive Income in the year the donated assets are received.

## Heritage assets

The University holds heritage assets across several locations including The Hunterian and Archives & Special Collections.

It has not been possible to obtain reliable information on the cost or valuation of the collections held within The Hunterian and Archives & Special Collections. It is not considered practicable to obtain valuations for the artefacts defined as heritage assets owing to the diverse nature of the assets held, the number of assets held, the lack of comparable market values and the prohibitive cost associated with obtaining valuations. The University does not therefore recognise these assets on the Statement of Financial Position. In accordance with FRS 102, recent and future acquisitions which meet the definition of a heritage asset, not held for the University's core purpose of teaching and research, are recognised where a reliable valuation can be obtained at a cost that is commensurate with the benefits to the users of the financial statements. Where the cost of obtaining a valuation is not commensurate, details of such significant assets will be disclosed.

Expenditure which is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Comprehensive Income when it is incurred. The heritage assets are deemed to have indeterminate lives and therefore it is not considered appropriate to charge depreciation.

Further information on the collections and details of the University's management policy in respect of heritage assets is summarised in note 12.

## Stocks

Stocks are valued at the lower of purchase cost or net realisable value and include stocks in the refectories, the halls of residence, the farm and at certain main stores. Other stocks held in academic departments are written off to the Statement of Comprehensive Income in the year in which the expenditure is incurred.

## Investments

All investments will initially be recognised at cost and subsequently measured at fair value at each reporting date. Where fair value cannot be reliably measured or investments are not publicly traded, they will be measured at cost less impairment.

Investments in subsidiaries are carried at cost less impairment in the University's accounts.

All gains and losses on investment assets, both realised and unrealised are recognised in the Statement of Comprehensive Income as they accrue.

## Joint ventures

The University accounts for its share of jointly controlled operations by recognising its share of the relevant assets, liabilities, income and expenditure in the Statement of Comprehensive Income.

The University accounts for its investments in jointly controlled entities where it is not the parent, as an investment at cost less impairment in the Statement of Financial Position.



# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

## Agency arrangements

Funds the University receives and disburses as the paying agent on behalf of a funding body or other body, where the institution is exposed to minimal risk and enjoys minimal economic benefit related to the receipt and subsequent disbursement of the funds, are excluded from the Statement of Comprehensive Income. The balances and movement on these funds are disclosed in note 27.

## Taxation

The University is a charity within the meaning of Part 1, chapter 2, section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within the categories covered by section 287 CTA 2009 and sections 471, and 478-488 CTA 2010 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes. The University receives no similar exemption in respect of Value Added Tax (VAT). Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to tangible fixed assets is included in their cost.

The University's subsidiary companies are subject to corporation tax and VAT in the same way as any commercial organisation.

The charge for corporation tax is based on the profit or loss for the year, and recognises the tax effects of the proposed Gift Aid payment payable to the University. The charge for corporation tax includes deferred tax due to timing differences between the treatment of certain items for taxation and accounting purposes.

## Cash and cash equivalents

Cash and cash equivalents in the Statement of Financial Position include cash at bank and on hand and short-term investments with an original maturity date of 95 days or less.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

Cash and cash equivalents contain sums relating to endowment reserves which have yet to be passed to the investment fund managers. The University is restricted as to how they disburse these funds. Note 20 summarises the assets restricted in their use.

## Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange on the transaction date. Monetary assets and liabilities denominated in foreign currencies are reported at the rates of exchange prevailing at the balance sheet

date. Non-monetary assets and liabilities measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Foreign exchange differences arising on translation are recognised in the Statement of Comprehensive Income.

The results of overseas operations are translated at the average rates of exchange during the period and their Statements of Financial Position at the rates prevailing at the year end date. Exchange differences arising from this translation of foreign operations are reported as an item of Other Comprehensive Income.

## Interest-bearing loans and borrowings

All interest-bearing loans and borrowings which are basic financial instruments are initially recognised at the present value of cash payable to the bank (including interest). After initial recognition they are measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate amortisation is included in finance cost in the Statement of Comprehensive Income.

## Provisions, contingent liabilities and contingent assets

Provisions are recognised when the University has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Contingent liabilities are disclosed by way of a note when the definition of a provision is not met and includes three scenarios: possible rather than a present obligation; a possible rather than a probable outflow of economic benefits; an inability to measure the economic outflow.

Contingent assets are disclosed by way of a note, where there is a possible, rather than a present asset arising from a past event.

## Employee benefits

### a. Short-term employee benefits

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year employees render service to the University. A liability is recognised at each year end date to the extent that employee holiday allowances have been accrued but not taken, the expense being recognised as staff costs in the Statement of Comprehensive Income.

### b. Post-employment benefits (pensions)

The University participates in a number of defined benefit pension schemes. For the University of Glasgow Pension Scheme and the Strathclyde Pension Fund, the expected cost of providing pensions is recognised in the Statement of Comprehensive Income on a systematic basis over the period that relevant employees provide services to the University. Under FRS 102, past service costs are



# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

recognised immediately. Pension scheme assets are measured using market value. Pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent terms and currency to the liability.

The net interest cost on the net defined benefit liability is charged to the Statement of Comprehensive Income and included within finance costs. Actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in Other Comprehensive Income.

For the other multi-employer schemes that the University participates in, it is not possible to identify each participating institution's share of the underlying assets and liabilities.

The amount charged to the Statement of Comprehensive Income represents the contributions payable to the scheme in respect of the accounting period, excluding any extra costs incurred related to reducing scheme deficits already provided for. A liability is recorded within provisions for any contractual commitment to fund past deficits within the multi-employer schemes as determined by the scheme management. The associated expense is recognised in the Statement of Comprehensive Income.

## Reserves

Reserves are allocated between restricted and unrestricted reserves. Restricted endowment reserves include balances which, through endowment to the University, are held as a permanently restricted fund as the University must hold the fund in perpetuity. Other restricted reserves include balances through which the donor has designated a specific purpose and therefore the University is restricted in the use of these funds.

## Leases

Rental costs incurred under operating leases are charged to expenditure on a straight-line basis over the period of the leases. Any lease premiums or incentives are spread over the minimum lease term.

## Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Comprehensive Income in other operating expenses.

## Judgements and key sources of estimation uncertainty

The preparation of the financial statements and the application of accounting policies require management to make judgements, estimates and assumptions that affect

the amounts reported for assets and liabilities, income and expenses that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the key assumptions and estimations that management has made in the process of applying the University's accounting policies and that have a significant risk of causing material adjustments to amounts recognised in the financial statements:

### a. Retirement benefit obligations

The financial statements include pension liabilities of £305.6m (Consolidated) and £304.8m (University).

The cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty.

In determining the appropriate discount rate, management considers the interest rates of corporate bonds in the respective currency that are AA rated. Certain categories of bonds are removed from this universe e.g., where the bonds are considered to be sovereign backed. Based on the remaining dataset, a yield curve is constructed and applied to a set of sample cashflows which correspond to the expected duration of the defined benefit obligations to produce a single, cash-flow weighted discount rate assumption.

For the University of Glasgow Pension Scheme, the mortality rate is based on scheme-specific mortality tables constructed using analysis of the membership. Future salary increases and pension increases are based on expected future inflation rates for the respective country. Further details about the assumptions used in determining the pension liabilities are given in note 29.

### b. Tangible assets - useful lives and impairment

Tangible assets represent a significant proportion of the University's total assets (£1,033.2m (Consolidated) and £1,020.1m (University)).

Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the University's reported performance.

Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experience with similar assets as well

# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

as anticipation of future events.

At each reporting date, management make judgements as to whether any indicators of impairment are present for any of the University's tangible assets. If there is an indicator of impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit in the period it arises.

The recoverable amount is the higher of the asset's fair value less costs to sell and its value in use. If it is not possible to estimate the recoverable amount of the individual asset, management estimate the recoverable amount of a cash-generating unit (CGU).

If an impairment loss subsequently reverses, the carry amount of the asset is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in surplus or deficit in the period it arises.

## **c. Revenue recognition**

Certain grants, donations and research revenue are recognised in the income statement as performance related conditions are met.

Management applies judgement in deferring income received for conditions not yet satisfied and accruing for income not yet received.

## **d. Classification of financial liabilities**

All financial liabilities have been classified as basic financial instruments. In respect of the private placement bonds, judgement has been applied in determining the classification. As part of the agreements, the issuers of bonds who are based in the US have entered into cross currency swaps to ensure they are not adversely impacted by foreign exchange rate movements between USD and GBP, should the University repay the bonds early. We consider any resultant financial impact for the University to represent reasonable compensation for early repayment and as such have classified the liability as basic.

As a result, the financial liability is reflected in the financial statements at amortised cost.

# CONSOLIDATED AND INSTITUTION STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 July 2023

	Note	Consolidated		University	
		2023	2022	2023	2022
		£m	£m	£m	£m
<b>Income</b>					
Tuition fees and education contracts	1	410.8	380.7	403.8	375.4
Funding body grants	2	185.9	179.0	185.9	179.0
Research grants and contracts	3	220.9	196.1	220.7	196.1
Other income	4	103.4	156.6	102.8	156.1
Investment income	5	23.2	9.5	23.0	9.5
Donations and endowments	6	8.0	7.5	8.0	7.5
<b>Total income</b>		<b>952.2</b>	<b>929.4</b>	<b>944.2</b>	<b>923.6</b>
<b>Expenditure</b>					
Staff costs	7	471.0	437.0	466.2	433.2
Movement on USS provision	29	(52.5)	215.6	(52.4)	215.0
Other operating expenses	8	364.7	305.8	366.0	306.5
Depreciation	11	41.3	36.6	40.6	36.1
Interest and other finance costs	9	7.0	7.7	7.0	7.7
<b>Total expenditure</b>		<b>831.5</b>	<b>1,002.7</b>	<b>827.4</b>	<b>998.5</b>
<b>Surplus/(deficit) before other gains/(losses)</b>		<b>120.7</b>	<b>(73.3)</b>	<b>116.8</b>	<b>(74.9)</b>
Loss on disposal of tangible assets		(0.6)	-	(0.6)	-
Gain on disposal of other investments		0.4	-	-	-
Gain/(loss) on investments	13	8.1	(0.1)	8.3	0.9
<b>Surplus/(deficit) before tax</b>		<b>128.6</b>	<b>(73.4)</b>	<b>124.5</b>	<b>(74.0)</b>
Taxation	10	(0.6)	(0.3)	-	-
<b>Surplus/(deficit) after tax</b>		<b>128.0</b>	<b>(73.7)</b>	<b>124.5</b>	<b>(74.0)</b>
<b>Other comprehensive income/(loss)</b>					
Unrealised exchange (loss)/gain		(0.2)	0.7	-	-
Actuarial (loss)/gain in respect of defined benefit pension schemes	29	(27.6)	47.8	(27.6)	47.8
<b>Total comprehensive income/(loss) for the year</b>		<b>100.2</b>	<b>(25.2)</b>	<b>96.9</b>	<b>(26.2)</b>
<b>Represented by</b>					
Endowment comprehensive income for the year		8.5	0.6	8.5	0.6
Restricted comprehensive income for the year		2.5	3.8	2.5	3.8
Unrestricted comprehensive income/(loss) for the year		89.2	(29.6)	85.9	(30.6)
		<b>100.2</b>	<b>(25.2)</b>	<b>96.9</b>	<b>(26.2)</b>

All items of income and expenditure relate to continuing activities.  
The accompanying notes and policies on pages 72 to 102 form part of these financial statements.

# CONSOLIDATED AND INSTITUTION STATEMENT OF CHANGES IN RESERVES

for the year ended 31 July 2023

Consolidated	Income & expenditure reserve			Total
	Endowment	Restricted	Unrestricted	
	£m	£m	£m	£m
<b>Balance at 1 August 2021</b>	225.2	26.2	766.3	1,017.7
Surplus/(deficit) for the year	0.6	3.8	(78.1)	(73.7)
Other comprehensive income	-	-	48.5	48.5
Total comprehensive income/(loss) for the year	0.6	3.8	(29.6)	(25.2)
<b>Balance at 31 July 2022</b>	225.8	30.0	736.7	992.5
<b>Balance at 1 August 2022</b>	<b>225.8</b>	<b>30.0</b>	<b>736.7</b>	<b>992.5</b>
Surplus for the year	<b>8.5</b>	<b>2.5</b>	<b>117.0</b>	<b>128.0</b>
Other comprehensive loss	-	-	<b>(27.8)</b>	<b>(27.8)</b>
Total comprehensive income for the year	<b>8.5</b>	<b>2.5</b>	<b>89.2</b>	<b>100.2</b>
<b>Balance at 31 July 2023</b>	<b>234.3</b>	<b>32.5</b>	<b>825.9</b>	<b>1,092.7</b>
University	Income & expenditure reserve			Total
	Endowment	Restricted	Unrestricted	
	£m	£m	£m	£m
<b>Balance at 1 August 2021</b>	225.2	26.2	756.6	1,008.0
Surplus/(deficit) for the year	0.6	3.8	(78.4)	(74.0)
Other comprehensive income	-	-	47.8	47.8
Total comprehensive income/(loss) for the year	0.6	3.8	(30.6)	(26.2)
<b>Balance at 31 July 2022</b>	225.8	30.0	726.0	981.8
<b>Balance at 1 August 2022</b>	<b>225.8</b>	<b>30.0</b>	<b>726.0</b>	<b>981.8</b>
Surplus for the year	<b>8.5</b>	<b>2.5</b>	<b>113.5</b>	<b>124.5</b>
Other comprehensive loss	-	-	<b>(27.6)</b>	<b>(27.6)</b>
Total comprehensive income for the year	<b>8.5</b>	<b>2.5</b>	<b>85.9</b>	<b>96.9</b>
<b>Balance at 31 July 2023</b>	<b>234.3</b>	<b>32.5</b>	<b>811.9</b>	<b>1,078.7</b>

The University's reserves comprise the following:

- The endowment reserve which represents the value of donations by individuals in the form of a gift which is to be invested. The income earned on that gift may be spent for a specific purpose and in certain circumstances the capital may be spent for that same specific purpose.
- The restricted reserve which represents the value of the retained surplus in the statement of comprehensive income and expenditure with donor restrictions on its distribution.
- The unrestricted reserve which represents the value of the University's accumulated funds through surpluses in the statement of comprehensive income and expenditure.



# CONSOLIDATED AND INSTITUTION STATEMENT OF FINANCIAL POSITION

as at 31 July 2023

		Consolidated		University	
		2023	2022	2023	2022
	Note	£m	£m	£m	£m
<b>Non-current assets</b>					
Tangible assets	11	<b>1,033.2</b>	982.7	<b>1,020.1</b>	968.9
Investments	13	<b>238.6</b>	229.9	<b>256.8</b>	248.4
		<b>1,271.8</b>	1,212.6	<b>1,276.9</b>	1,217.3
<b>Current assets</b>					
Stock	14	<b>0.8</b>	0.8	<b>0.5</b>	0.6
Trade and other receivables	15	<b>118.8</b>	118.0	<b>119.5</b>	119.1
Cash and cash equivalents	21	<b>611.5</b>	583.2	<b>589.8</b>	565.4
		<b>731.1</b>	702.0	<b>709.8</b>	685.1
Creditors: amounts falling due within one year	16	<b>(351.2)</b>	(334.0)	<b>(349.8)</b>	(333.4)
<b>Net current assets</b>		<b>379.9</b>	368.0	<b>360.0</b>	351.7
<b>Total assets less current liabilities</b>		<b>1,651.7</b>	1,580.6	<b>1,636.9</b>	1,569.0
Creditors: amounts falling due after more than one year	17	<b>(250.8)</b>	(251.8)	<b>(250.8)</b>	(251.8)
<b>Provisions</b>					
Pension provisions	29	<b>(305.6)</b>	(333.2)	<b>(304.8)</b>	(332.3)
Other provisions	18	<b>(2.6)</b>	(3.1)	<b>(2.6)</b>	(3.1)
<b>Total net assets</b>		<b>1,092.7</b>	992.5	<b>1,078.7</b>	981.8
<b>Restricted reserves</b>					
Endowment reserve	19	<b>234.3</b>	225.8	<b>234.3</b>	225.8
Restricted reserve	20	<b>32.5</b>	30.0	<b>32.5</b>	30.0
<b>Unrestricted reserve</b>					
Income and expenditure reserve		<b>825.9</b>	736.7	<b>811.9</b>	726.0
<b>Total reserves</b>		<b>1,092.7</b>	992.5	<b>1,078.7</b>	981.8

The financial statements on pages 72 to 102 were approved by the University Court of the University of Glasgow on 22 November 2023 and were signed on its behalf by:

**Professor Anton Muscatelli**  
Principal

**Gavin Stewart**  
Chair of Finance Committee

**Gregor Caldow**  
Executive Director of Finance

# CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 July 2023

Consolidated

	Note	2023 £m	2022 £m
<b>Cash flow from operating activities</b>			
Surplus/(deficit) for the year before tax		128.6	(73.4)
Taxation		(0.6)	(0.3)
<b>Surplus/(deficit) for the year</b>		<b>128.0</b>	<b>(73.7)</b>
<b>Adjustment for non-cash items</b>			
Depreciation	11	41.3	36.6
Decrease in stock		-	0.2
Increase in debtors		(10.5)	(17.9)
Increase/(decrease) in creditors		22.1	(1.3)
Decrease in other provisions		(0.4)	(0.8)
Pension costs less contributions payable		(55.2)	221.8
Changes in values of endowment assets and other investments		(8.1)	0.1
<b>Adjustment for investing and financing activities</b>			
Investment income	5	(23.2)	(9.5)
Net expenditure/(income) on endowment assets	13	1.9	1.5
New endowments	6	(2.0)	(1.2)
Loss on disposal of non-current assets		0.6	-
Gain on disposal of investments		(0.4)	-
Loan finance included in creditors		1.0	1.0
Interest payable and other finance costs		6.9	6.8
Capital grant income		(21.7)	(16.7)
<b>Net cash inflow from operating activities</b>		<b>80.3</b>	<b>146.9</b>
<b>Cash flow from investing activities</b>			
Endowment assets acquired		(2.0)	(1.2)
Payments to acquire other investments		(0.5)	(0.4)
Receipts from the sale of other investments		0.4	-
Payments to acquire tangible assets		(88.7)	(86.0)
Proceeds from sale of tangible assets		-	-
Investment income	5	23.2	9.5
Capital grant receipts		21.7	16.7
<b>Net cash outflow from investing activities</b>		<b>(45.9)</b>	<b>(61.4)</b>
<b>Cash flows from financing activities</b>			
Interest paid and other finance costs		(6.9)	(6.8)
Repayment of unsecured loan		(1.0)	(1.0)
New endowments	6	2.0	1.2
<b>Net cash outflow from financing activities</b>		<b>(5.9)</b>	<b>(6.6)</b>
Currency translation		(0.2)	0.7
<b>Increase in cash and cash equivalents in the year</b>		<b>28.3</b>	<b>79.6</b>
Cash and cash equivalents at beginning of the year		583.2	503.6
Cash and cash equivalents at end of the year		611.5	583.2
<b>Increase in cash and cash equivalents in the year</b>		<b>28.3</b>	<b>79.6</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 1 Tuition fees and education contracts

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Home students	42.2	46.6	42.2	46.6
EU students	8.2	8.7	8.2	8.7
Rest of the UK students	23.6	23.0	23.6	23.0
Overseas students	310.8	281.5	303.8	276.2
Short courses	6.2	6.2	6.2	6.2
Other fees	1.6	1.2	1.6	1.2
Research support grants	18.2	13.5	18.2	13.5
	410.8	380.7	403.8	375.4

## 2 Funding body grants

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Main teaching grant	98.7	96.5	98.7	96.5
Main quality research grant	55.8	49.9	55.8	49.9
Research postgraduate grant	8.6	8.6	8.6	8.6
Knowledge transfer grant	1.8	1.7	1.8	1.7
Infrastructure grants	11.6	10.6	11.6	10.6
Other funding council grants	9.4	11.7	9.4	11.7
	185.9	179.0	185.9	179.0

## 3 Research grants and contracts

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Research Councils	86.4	77.5	86.4	77.5
UK Charities	49.7	48.8	49.7	48.8
UK Government	31.9	26.2	31.9	26.2
Research & development expenditure credit	0.2	-	-	-
European Union	15.8	16.2	15.8	16.2
UK industry	9.8	9.0	9.8	9.0
Overseas	15.9	12.0	15.9	12.0
Other sources	1.4	1.2	1.4	1.2
Capital grant income	9.8	5.2	9.8	5.2
	220.9	196.1	220.7	196.1

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 4 Other income

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Residences and hospitality services	29.3	28.9	29.3	28.9
Other services rendered	46.1	95.7	42.6	93.0
Health authorities	5.4	5.1	5.4	5.1
Other income	22.3	26.0	25.2	28.2
Capital grant income	0.3	0.9	0.3	0.9
	103.4	156.6	102.8	156.1

## 5 Investment income

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Income from expendable endowments	0.9	1.2	0.9	1.2
Income from permanent endowments	5.7	6.6	5.7	6.6
Income from short-term investments	16.6	1.7	16.4	1.7
	23.2	9.5	23.0	9.5

## 6 Donations and endowments

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
New endowments	2.0	1.2	2.0	1.2
Donations - restricted	5.2	6.1	5.2	6.1
Donations - unrestricted	0.8	0.2	0.8	0.2
	8.0	7.5	8.0	7.5



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 7 Staff costs

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Salaries	<b>338.6</b>	313.0	<b>334.5</b>	309.8
Social security costs	<b>36.4</b>	33.4	<b>36.0</b>	33.1
Other pension costs	<b>96.0</b>	90.6	<b>95.7</b>	90.3
	<b>471.0</b>	437.0	<b>466.2</b>	433.2

Breakdown of other pension costs included in note 29.

### By staff category:

Academic departments	<b>198.6</b>	170.4	<b>196.8</b>	168.9
Academic services	<b>22.3</b>	18.7	<b>22.3</b>	18.7
Research grants and contracts	<b>88.5</b>	83.7	<b>88.5</b>	83.7
Residences and hospitality services	<b>2.8</b>	2.1	<b>1.6</b>	1.6
Premises	<b>16.4</b>	13.8	<b>16.4</b>	13.8
Administration and other central services	<b>28.4</b>	23.0	<b>28.2</b>	22.7
Other income generating	<b>18.0</b>	34.7	<b>16.7</b>	33.5
Other pension costs	<b>96.0</b>	90.6	<b>95.7</b>	90.3
	<b>471.0</b>	437.0	<b>466.2</b>	433.2

There were no payments for loss of office greater than £0.1m during the year (2022: none). No payments for loss of office were made to employees who earned in excess of £0.1m during the year (2022: none).

	2023	2022
	Number	Number
<b>Average full-time equivalent staff members for the year by major category:</b>		
Academic departments	<b>3,450</b>	3,161
Academic services	<b>520</b>	470
Research grants and contracts	<b>1,616</b>	1,615
Residences and hospitality services	<b>94</b>	81
Premises	<b>505</b>	451
Administration and other central services	<b>654</b>	595
Other income generating	<b>382</b>	900
	<b>7,221</b>	7,273

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 7 Staff costs (continued)

	2023 £m	2022 £m
<b>Remuneration of the Principal:</b>		
Salary	0.3	0.3
Contributions in lieu of pension	0.1	0.1
Contribution in respect of pension	-	-
Total remuneration	0.4	0.4

The Principal received no taxable or non-taxable benefits-in-kind during the year to 31 July 2023 (2022: none).

Ratio of the Principal's remuneration to the median salary of a University staff member	9.52:1	9.62:1
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In October 2017, Court decided that the role of Convener of Court should be remunerated at a rate of £500 a day up to a maximum of 50 days a year. In November 2022 Court agreed to uplift this rate to £550 a day. The remuneration earned in the year ended 31 July 2023 was £15k (2022: £12.4k).

### Key Management Personnel

Key management personnel are the members of the Senior Management Group who have authority and responsibility for planning, directing and controlling the activities of the University. Total remuneration (including pension contributions) in respect of these employees is £3.1m (2022: £3.1m).

Remuneration of higher paid staff, including NHS merit awards, but excluding employer's pension contributions, termination payments, consultancy fees and distributions from shares in spin out companies fell within the ranges shown on the following page. Clinical academics' base salaries are set using NHS salary scales.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 7 Staff costs (continued)

	2023			2022		
	Non-clinical staff	Clinical staff	Key management personnel	Non-clinical staff	Clinical staff	Key management personnel
	Number	Number	Number	Number	Number	Number
£100,001 - £110,000	80	11	-	59	18	-
£110,001 - £120,000	45	21	1	41	11	-
£120,001 - £130,000	26	7	-	16	7	1
£130,001 - £140,000	10	7	-	15	4	3
£140,001 - £150,000	12	6	3	6	5	4
£150,001 - £160,000	5	7	2	3	14	1
£160,001 - £170,000	6	14	2	4	12	1
£170,001 - £180,000	3	7	1	3	3	-
£180,001 - £190,000	3	4	1	3	2	-
£190,001 - £200,000	1	3	-	1	3	-
£200,001 - £210,000	1	5	-	3	6	2
£210,001 - £220,000	-	1	1	-	2	-
£220,001 - £230,000	2	2	-	-	1	-
£230,001 - £240,000	-	1	-	-	-	2
£240,001 - £250,000	1	-	2	-	1	-
£250,001 - £260,000	-	2	-	-	-	-
£260,001 - £270,000	-	-	-	-	-	-
£270,001 - £280,000	-	-	-	-	-	-
£280,001 - £290,000	-	-	-	-	-	-
£290,001 - £300,000	1	-	-	-	-	-
£300,001 - £310,000	-	-	-	-	1	-
£310,001 - £320,000	-	1	-	-	-	-
£320,001 - £330,000	-	-	-	1	-	-
£330,001 - £340,000	-	-	-	-	-	-
£340,001 - £350,000	1	-	-	-	-	-
£350,001 - £360,000	-	-	-	-	-	-
£360,001 - £370,000	-	-	-	-	-	1
£370,001 - £380,000	-	-	1	-	-	-

The Principal is included in the table above.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 8 Other operating expenses

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Academic departments	116.1	103.7	116.1	103.7
Academic services	23.7	17.9	23.7	17.9
Research grants and contracts	80.6	69.5	80.6	69.5
Residences and hospitality services	23.3	23.0	23.3	23.0
Premises	68.5	42.6	68.5	42.6
Administration and other central services	35.6	30.7	42.0	34.1
Agency staff	3.8	3.9	3.8	3.9
Other income generating	13.1	14.5	8.0	11.8
	364.7	305.8	366.0	306.5

	Consolidated	
	2023	2022
	£m	£m
<b>Other operating expenses include:</b>		
Operating lease rentals - land and buildings	9.9	4.0
External auditors' remuneration		
• audit and assurance related services	0.5	0.4
• non-audit related services	0.2	0.2
Internal auditors' remuneration		
• audit and assurance related services	0.3	0.3
• non-audit related services	0.2	0.3

## 9 Interest and other finance costs

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Interest on private placement bonds	6.5	6.5	6.5	6.5
Interest on unsecured loan	-	-	-	-
Other finance costs	0.4	0.3	0.4	0.3
Net cost on pension schemes	0.1	0.9	0.1	0.9
	7.0	7.7	7.0	7.7



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 10 Taxation

	Consolidated	
	2023	2022
	£m	£m
UK corporation tax at 21% (2022: 19%)	0.1	-
Singapore corporation tax at 17% (2022: 17%)	0.5	0.3
<b>Total tax expense</b>	<b>0.6</b>	<b>0.3</b>

### Reconciliation of current corporation tax charge:

Surplus/(deficit) before taxation	128.6	(73.4)
Surplus/(deficit) before taxation multiplied by the average standard rate of corporation tax in the UK of 21% (2022: 19%)	27.0	(14.0)
Effect of:		
(Deduction)/add back for surplus/(deficit) falling within charitable exemption	(26.3)	14.4
Effect of tax rates in foreign jurisdiction	(0.1)	(0.1)
<b>Total tax expense</b>	<b>0.6</b>	<b>0.3</b>

## 11 Tangible assets

	Consolidated				
	Freehold land and buildings	Equipment	Plant and machinery	Assets under construction	Total
	£m	£m	£m	£m	£m
<b>Cost:</b>					
At 1 August 2022	1,017.7	162.3	11.6	169.0	1,360.6
Additions	-	23.4	-	69.0	92.4
Transfers	125.1	-	-	(125.1)	-
Disposals	-	(1.1)	-	-	(1.1)
<b>At 31 July 2023</b>	<b>1,142.8</b>	<b>184.6</b>	<b>11.6</b>	<b>112.9</b>	<b>1,451.9</b>
<b>Accumulated depreciation:</b>					
At 1 August 2022	242.8	132.4	2.7	-	377.9
Charge for the year	28.0	12.8	0.5	-	41.3
Disposals	-	(0.5)	-	-	(0.5)
<b>At 31 July 2023</b>	<b>270.8</b>	<b>144.7</b>	<b>3.2</b>	<b>-</b>	<b>418.7</b>
<b>Net Book Value:</b>					
<b>At 31 July 2023</b>	<b>872.0</b>	<b>39.9</b>	<b>8.4</b>	<b>112.9</b>	<b>1,033.2</b>
At 1 August 2022	774.9	29.9	8.9	169.0	982.7

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 11 Tangible assets (continued)

	University				Total £m
	Freehold land and buildings	Equipment	Plant and machinery	Assets under construction	
	£m	£m	£m	£m	
<b>Cost:</b>					
At 1 August 2022	1,012.1	162.3	-	169.0	1,343.4
Additions	-	23.4	-	69.0	92.4
Transfers	125.1	-	-	(125.1)	-
Disposals	-	(1.1)	-	-	(1.1)
<b>At 31 July 2023</b>	<b>1,137.2</b>	<b>184.6</b>	<b>-</b>	<b>112.9</b>	<b>1,434.7</b>
<b>Accumulated depreciation:</b>					
At 1 August 2022	242.1	132.4	-	-	374.5
Charge for the year	27.8	12.8	-	-	40.6
Disposals	-	(0.5)	-	-	(0.5)
<b>At 31 July 2023</b>	<b>269.9</b>	<b>144.7</b>	<b>-</b>	<b>-</b>	<b>414.6</b>
<b>Net Book Value:</b>					
<b>At 31 July 2023</b>	<b>867.3</b>	<b>39.9</b>	<b>-</b>	<b>112.9</b>	<b>1,020.1</b>
At 1 August 2022	770.0	29.9	-	169.0	968.9

Property owned by the University includes academic buildings, student residences and other associated properties including a conference centre, a sports centre, museum and art gallery, none of which are considered to be inalienable.

Freehold land and buildings (Consolidated and University) includes £94.7m of land (2022: £94.7m) which is not depreciated and £112.9m (2022: £169.0m) of assets that are under construction and have not yet received a charge for depreciation.

## 12 Heritage assets

Reliable information on cost or valuation cannot be obtained for the vast majority of collections held within the Hunterian and Archives & Special Collections. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The University does not therefore recognise these assets in the Statement of Financial Position unless a reliable valuation can be obtained at a cost that is commensurate with the benefits to the users of the financial statements.

The University holds heritage assets across several locations with the main collections in the following areas:

### The Hunterian

The Hunterian at the University of Glasgow is Scotland's oldest public museum and the collections are recognised by the Scottish Government as being of national significance. The Hunterian has full Accreditation through Museums Galleries Scotland and is only the third Scottish museum and gallery to have been approved for Immunity from Seizure cover from the Scottish Government. The Hunterian is home to over 1.5m items ranging from fossils to coins and medals. The Hunterian Museum houses specific collections such as a permanent display based around the life and work of Lord Kelvin and displays dedicated to the history of

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 12 Heritage assets (continued)

medicine in Scotland, which include the eminent Scottish physician and obstetrician, William Hunter's own medical collection from the 18th century. There were no significant additions or disposals at the Hunterian Museum during the financial year.

The Hunterian Art Gallery includes works by the Scottish colourists Peploe and Cadell and a display of works drawn from the estate of the American artist James McNeill Whistler, bequeathed to the Hunterian in 1958. The Charles Rennie Mackintosh Collection is the largest single holding of his work comprising over 800 drawings, designs and watercolours. During the year the Hunterian Art Gallery was bequeathed works by Charles Rennie Mackintosh and Edward Atkinson Hornel and a work by James McNeill Whistler was donated. These works have not been recognised in the Statement of Financial Position as the University considers that the cost of obtaining external valuations of the works is not commensurate with the benefits to users of the financial statements.

The Anatomy Museum and Zoology Museum are also managed by The Hunterian. The anatomy collections consist of William Hunter's medical teaching material from his career and range from wet specimens to skeletal material. The Zoology Museum houses most of the major groups of animals but has particular strength in insects, which constitutes 90% of the 600,000 specimens. There were no significant additions or disposals at the Anatomy or Zoology Museums during the financial year.

At Kelvin Hall, the University has created The Hunterian Collections Study Centre which offers a state-of-the-art environment for research, teaching and training. These unique facilities allow the University to build on its international reputation for collections and object-based pedagogies, offering much greater access to the collections while forging new academic and educational practice. To date, approximately 85% of the collection has been relocated to the new facilities, the remaining collections will move over the course of the next few years.

During the financial year, the Hunterian Museum, Hunterian Art Gallery and the Mackintosh House were open Tuesday to Sunday from 10am to 5pm. The Zoology Museum was open Monday to Friday from 9am to 5pm.

The Hunterian's policy for the acquisition, preservation, management and disposal of heritage assets can be found at: [http://www.gla.ac.uk/media/media\\_287267\\_en.pdf](http://www.gla.ac.uk/media/media_287267_en.pdf).



Students study works of art at the Hunterian Art Gallery

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 12 Heritage assets (continued)

### Archives and Special Collections

The University of Glasgow's Archives & Special Collections is one of the foremost resources in Scotland for academic research and teaching. The collection has been built up over a period of more than 500 years and now contains more than 0.2m manuscript items and approximately 0.2m printed works, including over 1,000 incunabula (books published before 1501). The collection covers a wide range of subjects including humanities, social and economic history and the history of science and medicine. Holdings in areas such as medieval and renaissance manuscripts and emblem literature are of world importance. The collection also includes the official records of the University created and accumulated since its foundation in 1451, including University related records deposited by staff, alumni and associated organisations, and the records of predecessor institutions. It also manages the Scottish Business Archive consisting of collections of historical business records dating from the 18th century to the present day.

During the financial year, Archives & Special Collections was open by appointment Monday to Friday 9.30am to 4.30pm; in addition, virtual appointments were provided on demand. Information about the Archives & Special Collections policy for the acquisition, preservation and management and disposal of heritage assets can be found at: <https://www.gla.ac.uk/myglasgow/archivespecialcollections/collectionsdevelopmentpolicy/> and [https://www.gla.ac.uk/media/Media\\_591723\\_smxx.pdf](https://www.gla.ac.uk/media/Media_591723_smxx.pdf).

During the year a notebook containing the student dictates of Colin MacLaurin, additions to the Scottish Youth Theatre archive and books from the Blavatnik Honresfield Library were accessioned to Archives & Special Collections. The 25 volumes from the Blavatnik Honresfield Library form a very small portion of a library saved for the nation by the Friends of National Libraries (FNL), the leading UK charity devoted to saving the nation's written and printed heritage. This library was formed towards the end of the 19th century by William Law (1836-1901), a Rochdale mill owner, who created an exceptional collection of English and Scottish manuscripts and printed books which had the Brontës at its heart, as well as manuscripts in the hands of Jane Austen, Robert Burns and Sir Walter Scott and a significant collection of printed books. The library was dispersed to institutions across the UK, and our portion contains volumes of early printed editions of Thomas Pennant, Tobias Smollett, Burnsiana and Victorian ghost stories. These items have not been recognised in the Statement of Financial Position as the University considers that the cost of obtaining external valuations of the items is not commensurate with the benefits to users of the financial statements. There were no significant disposals during the financial year.

## 13 Investments

	Consolidated				
	Treasury stock £m	Unlisted investments £m	Listed investments £m	Endowment assets £m	Total £m
<b>At 1 August 2022</b>	1.5	2.4	0.2	225.8	229.9
Additions	-	0.4	0.1	2.0	2.5
Disposals	-	-	-	-	-
Net expenditure	-	-	-	(1.9)	(1.9)
Change in market value	(0.1)	-	(0.2)	8.4	8.1
<b>At 31 July 2023</b>	<b>1.4</b>	<b>2.8</b>	<b>0.1</b>	<b>234.3</b>	<b>238.6</b>

All investments are stated at market value, except unlisted investments which are stated at cost less impairment.



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 13 Investments (continued)

### Consolidated as at 31 July 2023

Unlisted investments	£m	Listed investments	£m	Endowment assets	£m
Epidarex Capital II, LP	1.5	Sorrento Therapeutics Inc	0.1	Equities	202.8
Epidarex Capital III, LP	0.6			Fixed interest	19.7
Causeway Therapeutics Limited	0.2			Cash and cash equivalents	11.8
Clyde Hydrogen Systems Limited	0.1				
Keltic Pharma Limited*	0.1				
Nami Surgical Limited*	0.1				
CVCP Properties PLC	0.1				
Other	0.1				
	<b>2.8</b>		<b>0.1</b>		<b>234.3</b>

\*Investment includes convertible loans

Cash and cash equivalents within endowment assets comprises £11.3m (2022: £10.5m) which is held between the two external investment managers to facilitate portfolio management and £0.5m (2022: £0.4m) held by the University of Glasgow awaiting transfer to investment managers for investment.

### University

	Treasury stock	Unlisted investments	Listed investments	Endowment assets	Total
	£m	£m	£m	£m	£m
<b>At 1 August 2022</b>	1.5	21.1	-	225.8	248.4
Additions	-	-	-	2.0	2.0
Disposals	-	-	-	-	-
Net expenditure	-	-	-	(1.9)	(1.9)
Change in market value	(0.1)	-	-	8.4	8.3
<b>At 31 July 2023</b>	<b>1.4</b>	<b>21.1</b>	<b>-</b>	<b>234.3</b>	<b>256.8</b>

All investments are stated at market value, except unlisted investments which are stated at cost less impairment.

### University as at 31 July 2023

Unlisted investments	£m	Listed investments	£m	Endowment assets	£m
Subsidiary undertakings*	21.0		-	Equities	202.8
Other	0.1			Fixed interest	19.7
				Cash and cash equivalents	11.8
* (analysed over the page)					
	<b>21.1</b>		<b>-</b>		<b>234.3</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 13 Investments (continued)

Subsidiary undertakings comprise the following companies and charity that are incorporated in the consolidated financial statements:

Subsidiary Undertaking	Country of Registration	Principal Activity	% Holding	£m
GU Holdings Limited	Scotland	Holding company for investments	100%	1.8
GU Heritage Retail Limited	Scotland	Sales of University branded products, memorabilia and miscellaneous gifts	*100%	-
UOG Commercial Ltd	Scotland	Provision of catering facilities	*100%	-
Kelvin Nanotechnology Limited	Scotland	Provision of nanotechnology services	**100%	0.2
UOG Utilities Supply Company Limited	Scotland	Provision of heat and power supplies to the University	100%	19.0
UGlasgow Singapore Pte. Limited	Singapore	Provision of education programmes	100%	-
Adam Smith School of Business and Management Limited	Scotland	Dormant	*100%	-
Glasgow Business School Limited	Scotland	Dormant	*100%	-
Glasgow International College	Scotland	Dormant	*100%	-
The Hunterian Limited	Scotland	Dormant	*100%	-
RFIOT Ltd	Scotland	Dormant	*100%	-
Small Animal Hospital Ltd	Scotland	Dormant	100%	-
University of Glasgow Press Limited (The)	Scotland	Dormant	*100%	-
UOG Clinical Services Ltd	Scotland	Dormant	100%	-
UGlasgow Education Pte. Limited	Singapore	Dormant	***100%	-
University of Glasgow Trust	Scotland	An independent charity (SC008303) set up to collect donations and disburse them for the benefit of the University		-
				<b>21.0</b>

\* shareholding held via GU Holdings Limited

\*\*>99% direct interest held with remaining shareholding held via GU Holdings Limited

\*\*\*shareholding held via UGlasgow Singapore Pte. Limited

## 14 Stock

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Raw materials & supplies	<b>0.5</b>	0.5	<b>0.4</b>	0.5
Finished goods	<b>0.3</b>	0.3	<b>0.1</b>	0.1
	<b>0.8</b>	0.8	<b>0.5</b>	0.6

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 15 Trade and other receivables

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Research grants and contracts	62.9	57.0	62.9	57.0
Prepayments and other sundry debtors	45.9	45.4	45.2	44.7
Salaries recoverable externally	3.8	3.6	3.8	3.6
Courses, consultancies and contracts	6.2	12.0	6.2	12.0
Amounts due from subsidiaries	-	-	1.4	1.8
	118.8	118.0	119.5	119.1

There are no debtors due after more than one year in both the current and the prior year.

## 16 Creditors: amounts falling due within one year

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Unsecured loan	1.0	1.0	1.0	1.0
Research grants and contracts	134.6	136.9	134.6	136.9
Sundry creditors	52.4	45.6	51.7	45.0
Accruals and sundry provisions	118.3	110.9	117.1	110.1
Courses, consultancies and contracts	34.4	28.2	34.4	28.2
Other taxation and social security	10.5	11.4	10.4	11.3
Amounts due to subsidiaries	-	-	0.6	0.9
	351.2	334.0	349.8	333.4

Included within creditors: amounts falling due within one year are the following items of income which have been deferred until specific performance related conditions have been met:

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
<b>Deferred income</b>				
Research grants (within research grants and contracts)	115.4	104.0	115.4	104.0
Other income (within courses, consultancies and contracts)	24.4	21.7	24.4	21.7
	139.8	125.7	139.8	125.7

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 17 Creditors: amounts falling due after more than one year

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Unsecured loan	5.8	6.8	5.8	6.8
Private placement bonds	245.0	245.0	245.0	245.0
	<b>250.8</b>	251.8	<b>250.8</b>	251.8

### Analysis of unsecured loan

Due within one year	1.0	1.0	1.0	1.0
Due within two to five years	3.0	3.0	3.0	3.0
After more than five years	1.8	2.8	1.8	2.8
	<b>5.8</b>	6.8	<b>5.8</b>	6.8

The University has an unsecured loan from the Scottish Funding Council of £10m for a 10-year term maturing in March 2030 at a rate of 0.25% per annum.

	Amount borrowed	Coupon rate	Term	Bonds maturity
	£m	%	Years	Year
<b>Analysis of unsecured private placement bonds</b>				
2016 Series A	30.0	2.97%	30	2046
2016 Series B	40.0	3.01%	35	2051
2017 Series A	92.0	2.49%	25	2042
2017 Series B	40.0	2.55%	30	2047
2017 Series C	43.0	2.48%	40	2057
	<b>245.0</b>			

## 18 Other provisions

	Consolidated and University		
	Funded pension liability	Unfunded pension liability	Total
	£m	£m	£m
<b>At 1 August 2022</b>	2.2	0.9	3.1
Utilised in year	(0.2)	-	(0.2)
Statement of Comprehensive Income and Expenditure	(0.2)	(0.1)	(0.3)
<b>At 31 July 2023</b>	1.8	0.8	2.6

These provisions relate to the University's obligation for the following additional pension arrangements with attaching benefits:

- Funded and unfunded St Andrews College SPPA pensions
- Funded and unfunded Local Government Scheme pensions



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 19 Endowment reserve

	Consolidated and University			2023 Total £m	2022 Total £m
	Unrestricted Permanent £m	Restricted Permanent £m	Restricted Expendable £m		
<b>Balance at 1 August</b>					
Capital value	1.9	156.5	32.6	191.0	190.1
Accumulated income	0.6	28.9	5.3	34.8	35.1
	2.5	185.4	37.9	225.8	225.2
New endowments	-	1.1	0.9	2.0	1.2
Investment income	0.1	5.6	0.9	6.6	7.8
Expenditure	-	(6.8)	(1.7)	(8.5)	(9.3)
Increase in market value	-	6.9	1.5	8.4	0.9
<b>At 31 July</b>	<b>2.6</b>	<b>192.2</b>	<b>39.5</b>	<b>234.3</b>	<b>225.8</b>

### Represented by:

Capital value	2.0	164.0	34.4	200.4	191.0
Accumulated income	0.6	28.2	5.1	33.9	34.8
	2.6	192.2	39.5	234.3	225.8

### Analysis by type of purpose:

Lectureships	2.6	78.4	23.3	104.3	100.7
Scholarships and bursaries	-	99.0	15.9	114.9	110.8
Prize funds	-	8.3	0.2	8.5	8.1
General	-	6.5	0.1	6.6	6.2
	2.6	192.2	39.5	234.3	225.8

## 20 Restricted reserve

	Consolidated and University		2023 Total £m	2022 Total £m
	Capital grants £m	Donations £m		
<b>At 1 August</b>	-	30.0	30.0	26.2
Research	-	1.8	1.8	0.9
New donations	-	5.2	5.2	6.1
Expenditure	-	(4.5)	(4.5)	(3.2)
Capital grant income	21.7	-	21.7	16.7
Capital grants utilised	(21.7)	-	(21.7)	(16.7)
<b>At 31 July</b>	-	32.5	32.5	30.0

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 21 Cash and cash equivalents

	Consolidated	
	2023	2022
	£m	£m
<b>At 1 August</b>	<b>583.2</b>	503.6
Cash inflow for the year	<b>28.3</b>	79.6
<b>At 31 July</b>	<b>611.5</b>	583.2

## 22 Consolidated reconciliation of net cash

	Consolidated	
	2023	2022
	£m	£m
<b>At 1 August</b>	<b>334.5</b>	254.5
Movement in cash and cash equivalents	<b>28.3</b>	79.6
Additions to other investments	<b>0.5</b>	0.4
Movement in unsecured loan	<b>1.0</b>	1.0
Change in market value	<b>(0.3)</b>	(1.0)
<b>At 31 July</b>	<b>364.0</b>	334.5

### Analysis of net cash:

Non-current Investments (excluding endowment assets)	<b>4.3</b>	4.1
Cash and cash equivalents	<b>611.5</b>	583.2
Unsecured loan	<b>(6.8)</b>	(7.8)
Private placement bonds	<b>(245.0)</b>	(245.0)
<b>At 31 July</b>	<b>364.0</b>	334.5

## 23 Commitments

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
Contracted at 31 July but not accrued	<b>23.4</b>	62.5	<b>23.4</b>	62.5
Authorised but not contracted at 31 July	<b>44.1</b>	61.3	<b>44.1</b>	61.3
	<b>67.5</b>	123.8	<b>67.5</b>	123.8

Commitments all relate to the University's capital programme, with £53.0m (2022: £104.0m) being for the campus redevelopment programme.

## 24 Contingent liability (Consolidated and University)

There are no contingent liabilities.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 25 Leases

The total of future minimum lease payments under non-cancellable operating leases for land and buildings for each of the following periods:

	Consolidated and University		
	2023	2022 Restated	2022 as Previously Reported
	£m	£m	£m
<b>Lease commitments as a lessee:</b>			
Within one year	21.0	8.0	21.6
In two to five years	46.2	22.4	35.3
After more than five years	1.4	1.7	1.7
	<b>68.6</b>	<b>32.1</b>	<b>58.6</b>

The total of future minimum lease payments receivable under non-cancellable operating leases for land and buildings for each of the following periods:

<b>Lease payments receivable as a lessor:</b>			
Within one year	-	-	7.7
In two to five years	-	-	7.3
After more than five years	-	-	-
	<b>-</b>	<b>-</b>	<b>15.0</b>

Following a review of leases held by the University, management has concluded that a number of the agreements should not be accounted for as operating leases. The operating lease commitment amounts for 2022 have been updated to reflect this.

## 26 Events after the reporting period (Consolidated and University)

No material adjusting or non-adjusting events after the reporting period have been identified.

## 27 Amounts disbursed as agent

	Consolidated and University				
	HE Childcare £m	HE Discretionary £m	HE Covid £m	2023 Total £m	2022 Total £m
<b>At 1 August</b>	-	-	0.1	0.1	1.7
Funds received in year	0.1	1.5	-	1.6	1.5
Expenditure	(0.2)	(1.5)	-	(1.7)	(3.1)
Virements	0.1	(0.1)	-	-	-
Return of funds	-	0.1	(0.1)	-	-
<b>At 31 July</b>	-	-	-	-	0.1

### Analysis of closing balance

Advance of funds for next academic year	-	-	-	-	0.1
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# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 27 Amounts disbursed as agent (continued)

The University acts solely as a paying agent for these student support funds. The amounts received and the corresponding disbursements by the University are excluded from the Statement of Comprehensive Income.

## 28 Disclosure of related party transactions

Due to the nature of the University's operations and the composition of the University Court of the University of Glasgow (Court) (being drawn from local, public and private sector organisations), it is inevitable that transactions will take place with organisations in which a member of Court may have an interest. All transactions involving organisations in which a member of Court may have an interest are conducted at arm's length and in accordance with the University's financial regulations and normal procurement procedures.

In accordance with the 2017 Scottish Code of Good HE Governance, all members of Court are required to complete a register of interests to record any areas of potential conflict with the interests of the University.

No material transactions have taken place during the year and there were no material balances at the year-end.

## 29 Pension schemes

The University participates in the following pension schemes:

- a) The Universities Superannuation Scheme (USS)
- b) The University of Glasgow Pension Scheme (UGPS)
- c) The Strathclyde Pension Fund (SPF)
- d) The National Employment Savings Trust (NEST):
  - i) NEST Autoenrol; and
  - ii) NEST Contractual
- e) The Scottish Teachers' Superannuation Scheme (STSS)
- f) The NHS Superannuation Scheme (Scotland) (NHSS)
- g) The Medical Research Council Pension Scheme (MRCPS)

Total pension costs for the year were:

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
USS - contributions payable	82.3	72.6	82.2	72.4
UGPS - charge to income statement	8.0	12.2	8.0	12.2
SPF - charge to income statement	0.1	0.2	0.1	0.2
Other schemes - contributions paid	5.6	5.6	5.4	5.5
<b>Total pension costs at 31 July</b>	<b>96.0</b>	90.6	<b>95.7</b>	90.3

Members of the USS and UGPS schemes give up a portion of their contractual gross pay equal to their employees' pension contribution as part of an HMRC approved salary sacrifice scheme. Members may opt out of this scheme if they so wish and no changes to staff pensionable salaries or total pension scheme contributions arise from this arrangement. The figures within note 7 to the financial statements reflect the reduced gross pay earned by staff under this arrangement. The total pension costs shown above and in note 7 reflect the increased employer contributions under this arrangement. Employer contribution percentage rates quoted below represent only the employer's contribution rates specified by the scheme trustees.



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

For both UGPS and SPF, pension costs are assessed in accordance with the advice of the actuaries, based on the latest actuarial valuation of the scheme. The expected cost of providing staff pensions is recognised in the income and expenditure account on a systematic basis over the expected average remaining lives of members of the pension funds, in accordance with FRS 102 and recognises retirement benefits as the benefits are earned and not when they are due to be paid. In accordance with the requirements of FRS 102, any surplus in these schemes is only recognised as a pension asset to the extent that it can be recovered either through reduced contributions in the future or through refunds from the schemes.

The consolidated balances for USS, UGPS and SPF as shown in the financial statements and associated notes are as follows:

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
<b>Pension provisions at 1 August:</b>				
USS deficit reduction plan provision	(267.7)	(320.2)	(266.9)	(319.3)
UGPS net deficit in the scheme	(37.9)	(13.0)	(37.9)	(13.0)
SPF net surplus in the scheme	-	-	-	-
<b>Total pension provisions at 31 July</b>	<b>(305.6)</b>	<b>(333.2)</b>	<b>(304.8)</b>	<b>(332.3)</b>

As shown at note 29 (c), SPF had a net surplus of £11.3m as at 31 July 2023 (2022: £8.4m). This surplus was not recognised as a pension asset in the financial statements as it does not meet the recognition criteria set out in FRS 102.

### Amount recognised in other comprehensive income/(loss):

UGPS	(27.3)	47.8	(27.6)	47.8
SPF	(0.3)	-	-	-
<b>Total (loss)/gain for the year</b>	<b>(27.6)</b>	<b>47.8</b>	<b>(27.6)</b>	<b>47.8</b>

### Interest and other finance costs:

UGPS	(0.4)	(1.0)	(0.4)	(1.0)
SPF	0.3	0.1	0.3	0.1
<b>Total net finance cost</b>	<b>(0.1)</b>	<b>(0.9)</b>	<b>(0.1)</b>	<b>(0.9)</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

### a) USS

The university and its subsidiary, Kelvin Nanotechnology Limited, participate in the Universities Superannuation Scheme. The assets of the Scheme are held in a separate trustee-administered fund. Due to the mutual nature of the Scheme, the assets are not attributed to individual institutions and a Scheme-wide contribution rate is set. The University and its subsidiary are therefore exposed to actuarial risks associated with other institutions' employees and are unable to identify their share of the underlying assets and liabilities of the Scheme on a consistent reasonable basis. As required by Section 28 of FRS102 "Employee benefits", the University and its subsidiary therefore account for the Scheme as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Comprehensive Income represents the contributions payable to the Scheme in the year.

Since the University and its subsidiary have entered into an agreement (the Recovery Plan) that determines how each employer within the Scheme will fund the overall deficit, the University and its subsidiary recognise a liability for the contributions payable that arise from the agreement (to the extent that they relate to a deficit) with related expenses being recognised through the Statement of Comprehensive Income. In calculating the provision for the present value of the Recovery Plan, Management have estimated future staff levels within the USS Scheme for the duration of the contractual obligation and salary inflation. Details of the movements in the provision resulting from the obligation to fund the deficit, key assumptions and further information are provided within this note.

	Consolidated		University	
	2023	2022	2023	2022
	£m	£m	£m	£m
<b>USS deficit reduction plan provision:</b>				
At beginning of the year	<b>(320.2)</b>	(104.6)	<b>(319.3)</b>	(104.3)
Deficit contributions in the year	<b>15.8</b>	5.6	<b>15.8</b>	5.5
Change in expected contributions	<b>47.3</b>	(220.3)	<b>47.2</b>	(219.6)
Unwinding of the discount rate	<b>(10.6)</b>	(0.9)	<b>(10.6)</b>	(0.9)
<b>At 31 July</b>	<b>(267.7)</b>	(320.2)	<b>(266.9)</b>	(319.3)

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

The total USS pension cost for the University in the year ended 31 July 2023 was £82.2m (2022: £72.4m). This includes £7.1m (2022: £6.2m) of outstanding contributions at the year end and deficit recovery contributions for year ended 31 July 2023 of £15.8m (2022: £5.5m).

The University's subsidiary, Kelvin Nanotechnology Limited, recognised its provision for the present value of the deficit reduction plan for the USS scheme in its individual financial statements and this provision is included in the University's consolidated position.

The latest available complete actuarial valuation of the Scheme is as at 31 March 2020 (the valuation date) and was carried out using the projected unit method.

Since the University and its subsidiary cannot identify their share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures in respect of the 2020 valuation reflect those relevant for the section as a whole.

The 2020 valuation was the sixth valuation for the Scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the Scheme was £66.5 billion and the value of the Scheme's technical provisions was £80.6 billion indicating a shortfall of £14.1 billion and a funding ratio of 83%.

The key financial assumptions used in the 2020 valuation are described below. More detail is set out in the Statement of Funding Principles which is available at: <https://www.uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles>

	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less:
CPI assumption	1.1% p.a. to 2030, reducing linearly by 0.1% p.a. to a long term difference of 0.1% p.a. from 2040
Pension increases (subject to a floor of 0%)	CPI assumption plus 0.05%
Discount rate (forward rates)	Fixed interest gilt yield curve plus: Pre-retirement: 2.75% p.a. Post retirement: 1.00% p.a.

The main demographic assumption used relates to the mortality assumptions. These assumptions are based on analysis of the Scheme's experience carried out as part of the 2020 actuarial valuation. The mortality assumptions used in these figures are as follows:

Mortality base table	101% of S2PMA "light" for males and 95% of S2PFA for females
Future improvements to mortality	CMI_2019 with a smoothing parameter of 7.5, an initial addition of 0.5% pa and a long term improvement rate of 1.8% pa for males and 1.6% pa for females

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

The current life expectancies at age 65 are:

	2023	2022
Males currently aged 65	24.0	23.9
Females currently aged 65	25.6	25.5
Males currently aged 45	26.0	25.9
Females currently aged 45	27.4	27.3

A deficit recovery plan was put in place as part of the 2020 valuation, which requires payment of 6.2% over the period 1 April 2022 until 31 March 2024 at which point the rate will increase to 6.3%. The 2023 deficit recovery liability reflects this plan and it has been produced using the following assumptions:

	2023	2022
Discount rate	5.49%	3.33%
Pensionable salary growth	3.56%	3.71%

### b) UGPS

This is a defined benefit scheme which is externally funded and was contracted out of the State Second Pension (S2P) until 31 March 2016. The Scheme closed to new members with effect from 1 April 2014. The assets of the Scheme are held in a separate trustee-administered fund. The fund is valued every three years by professionally qualified independent actuaries, the rates of contribution payable being determined by the trustees on the advice of the actuaries. In the intervening years, the actuaries review the progress of the Scheme. Pension costs are assessed in accordance with the advice of the actuaries, based on the latest actuarial valuation of the scheme. The latest complete actuarial valuation was carried out as at 1 April 2022.

The major assumptions used at 31 July are shown below:

	2023	2022	2021
Discount rate	5.00%	3.50%	1.65%
Retail price inflation	3.45%	3.50%	3.50%
Rate of increase in salaries	FY 2024 - 3.53% Thereafter 2.53%	FY 2023 - 6.68% Thereafter 2.68%	2.68%
Rate of increase to pensions in payment and in deferment	3.10%	3.10%	3.20%
Single equivalent consumer price inflation for period	3.10%	3.10%	3.20%

The weighted average life expectancies used to determine benefit obligations are as follows:

	Male		Female	
	2023	2022	2023	2022
Member age 65 (current life expectancy)	19.6	22.1	22.9	24.8
Member age 45 (life expectancy at age 65)	21.0	22.9	24.6	25.7



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

	Value at 31 July 2023 £m	Value at 31 July 2022 £m	Value at 31 July 2021 £m
<b>The assets in the scheme were:</b>			
Short-term fixed income	24.6	6.1	-
Corporate bonds	-	33.9	-
LDI	100.9	100.2	218.9
Diversified growth fund	42.0	47.7	112.3
Long lease property	49.6	88.9	38.0
Diversified credit	16.0	85.8	103.8
Direct lending	48.3	48.8	32.2
Cash/net current assets	26.1	4.2	14.5
<b>Total</b>	<b>307.5</b>	415.6	519.7

Assets categorised under diversified credit and direct lending include a mixed fund portfolio mostly consisting of listed investments, bonds, property, direct lending and other assets.

### The following amounts at 31 July were measured in accordance with the requirements of FRS 102:

Total market value of assets	307.5	415.6	519.7
Present value of liabilities	(345.4)	(428.6)	(574.3)
<b>Net pension liability under FRS 102</b>	<b>(37.9)</b>	(13.0)	(54.6)

Over the period to 31 July 2023, the University contributed 22.5% pensionable salaries and a deficit reduction amount of £4.0m which was required under the recovery plan that was agreed as part of the 2019 actuarial valuation. Upon completion of the 2022 actuarial valuation in June 2023, the University entered a new recovery plan for the pension scheme that applies until 1 April 2034. The University expected to make deficit reduction contributions of £4.1m per year increasing by 2.5% per annum from 31 March 2024 to 31 March 2034. The recovery plan will be revisited every three years.

	2023 £m	2022 £m
<b>Amount charged to operating surplus:</b>		
<b>Staff costs:</b>		
Current service cost	(6.9)	(10.8)
Administration costs	(1.1)	(1.4)
<b>Total operating charge</b>	<b>(8.0)</b>	(12.2)
<b>Interest and other finance costs:</b>		
Interest on scheme assets	14.5	8.5
Interest on scheme liabilities	(14.9)	(9.5)
<b>Total net return</b>	<b>(0.4)</b>	(1.0)
<b>Total UGPS pension cost recognised in the income and expenditure account</b>	<b>(8.4)</b>	(13.2)

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

	2023 £m	2022 £m
<b>Other comprehensive income/(loss):</b>		
Actual return on assets exc. amounts included in net interest	<b>(118.0)</b>	(102.0)
Actuarial gain on scheme obligations	<b>90.7</b>	149.8
<b>(Loss)/gain recognised for the year for UGPS</b>	<b>(27.3)</b>	47.8

The cumulative gain recognised in other comprehensive income to date is £6.0m (2022: cumulative gain of £33.3m).

### Movements in present value of scheme assets during the year:

Assets at beginning of the year	<b>415.6</b>	519.7
Movement in year:		
Interest income	<b>14.5</b>	8.5
Actual return on assets exc. amounts included in net interest	<b>(118.0)</b>	(102.0)
Contributions by the employer	<b>10.8</b>	7.0
Benefits paid	<b>(14.3)</b>	(16.2)
Administration costs	<b>(1.1)</b>	(1.4)
<b>Assets at the end of the year</b>	<b>307.5</b>	415.6

### Movements in present value of scheme liabilities during the year:

Liabilities at beginning of the year	<b>428.6</b>	574.3
Movement in year:		
Current service cost	<b>6.9</b>	10.8
Interest cost	<b>14.9</b>	9.5
Actuarial gain	<b>(90.7)</b>	(149.8)
Benefits paid	<b>(14.3)</b>	(16.2)
<b>Liabilities at the end of the year</b>	<b>345.4</b>	428.6

### Details of the experience gains and losses for the years to 31 July:

	2023 £m	2022 £m	2021 £m	2020 £m	2019 £m
Fair value of scheme assets	<b>307.5</b>	415.6	519.7	504.7	474.6
Present value of scheme liabilities	<b>(345.4)</b>	(428.6)	(574.3)	(535.6)	(481.6)
<b>Deficit in the scheme</b>	<b>(37.9)</b>	(13.0)	(54.6)	(30.9)	(7.0)

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

### c) SPF

This is an externally funded multi-employer defined benefit scheme that covers both past and present employees, that was until contracted out of the State Second Pension (S2P) until 31 March 2016. The element of the SPF that is attributable to the University covers former members of staff at St Andrew's College of Education and the Scottish Centre for Research in Education (SCRE). The SPF is a pool into which employees' and employers' contributions and income from investments are paid, and from which pensions and other related benefits are paid out in accordance with the provisions of the Local Government Pension Scheme.

A valuation of the University's benefit obligation in respect of its members has been estimated by a qualified independent actuary based on the results of the latest complete triennial valuation which was performed as at 31 March 2020, rolled forward to 31 July 2023 using the following assumptions:

	2023	2022	2021
Discount rate	5.0%	3.50%	1.65%
Retail price inflation	3.45%	3.50%	3.50%
Rate of increase in salaries	FY 2024 - 3.53% Thereafter 2.53%	FY 2023 - 6.68% Thereafter 2.68%	2.68%
Rate of increase to pensions in payment and in deferment	3.10%	3.10%	3.10%
Single equivalent consumer price inflation for period	3.10%	3.10%	3.10%

The weighted average life expectancies used to determine benefit obligations are as follows:

	Male		Female	
	2023	2022	2023	2022
Member age 65 (current life expectancy)	20.1	20.5	22.8	23.1
Member age 45 (life expectancy at age 65)	21.6	21.9	24.8	25.2

	Value at 31 July 2023 £m	Value at 31 July 2022 £m	Value at 31 July 2021 £m
<b>The assets in the scheme were:</b>			
Equities	12.6	16.9	17.1
Bonds	2.6	2.4	2.4
Property	7.3	2.4	2.1
Cash	0.4	0.5	0.5
<b>Total</b>	<b>22.9</b>	<b>22.2</b>	<b>22.1</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

The following amounts at 31 July were measured in accordance with the requirements of FRS 102:

Total market value of assets	22.9	22.2	22.1
Present value of liabilities	(11.6)	(13.8)	(18.3)
<b>Surplus in the scheme</b>	<b>11.3</b>	8.4	3.8
Restriction applied to surplus recognition	(11.3)	(8.4)	(3.8)
<b>Net pension liability under FRS 102</b>	<b>-</b>	-	-

The University paid contributions to the scheme at 38.2% of pensionable salaries (36.2% before 1 April 2021). The University was not due to pay any deficit contributions in the year ended 31 July 2023 (2022: £nil).

	2023 £m	2022 £m
<b>Amount charged to operating surplus:</b>		
<b>Staff costs:</b>		
Current service cost	(0.1)	(0.2)
Past service cost	-	-
<b>Total operating charge</b>	<b>(0.1)</b>	(0.2)
<b>Interest and other finance costs:</b>		
Interest on scheme assets	0.8	0.4
Interest on scheme liabilities	(0.5)	(0.3)
<b>Total net return</b>	<b>0.3</b>	0.1
<b>Total SPF pension cost recognised in the income and expenditure account</b>	<b>0.2</b>	(0.1)
<b>Other comprehensive income/(loss):</b>		
Actual return on assets exc. amounts included in net interest	0.4	0.3
Actuarial gain on scheme obligations	2.2	4.3
	2.6	4.6
Restriction applied to recognition of actuarial gain on scheme obligations	(2.6)	(4.6)
<b>Gain/(loss) recognised for the year for SPF</b>	<b>-</b>	-

The cumulative loss recognised in other comprehensive income to date is £0.7m (2022: £0.7m).



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

	2023 £m	2022 £m
<b>Movements in present value of scheme assets during the year:</b>		
Assets at beginning of the year	22.2	22.1
Movement in year:		
Interest income	0.8	0.4
Actual return on assets exc. amounts included in net interest	0.4	0.3
Contributions by the employer	0.1	0.1
Contributions by the scheme participants	-	-
Benefits paid	(0.6)	(0.7)
<b>Assets at the end of the year</b>	<b>22.9</b>	<b>22.2</b>

### Movements in present value of scheme liabilities during the year:

Liabilities at beginning of the year	13.8	18.3
Movement in year:		
Current service cost	0.1	0.2
Past service cost	-	-
Interest cost	0.5	0.3
Actuarial gain	(2.2)	(4.3)
Contributions by the scheme participants	-	-
Benefits paid	(0.6)	(0.7)
<b>Liabilities at the end of the year</b>	<b>11.6</b>	<b>13.8</b>

### Details of the experience gains and losses for the years to 31 July:

	2023 £m	2022 £m	2021 £m	2020 £m	2019 £m
Fair value of scheme assets	22.9	22.2	22.1	18.2	18.3
Present value of scheme liabilities	(11.6)	(13.8)	(18.3)	(19.1)	(18.2)
<b>Surplus / (deficit) in the scheme</b>	<b>11.3</b>	<b>8.4</b>	<b>3.8</b>	<b>(0.9)</b>	<b>0.1</b>

## d) NEST

The National Employment Savings Trust (NEST) has been set up by the government to assist employers in fulfilling their obligations under the Auto-Enrolment regulations and is a defined contribution scheme that is not contracted out of the State Second Pension (S2P). It covers both qualifying workers under the NEST Auto-enrol section of the scheme, along with several support staff who had previously opted-out of UGPS under the NEST contractual section of the scheme. From 1 April 2014 it has covered new members of staff who would previously have been eligible for UGPS.

The total pension cost for the University was £3.2m (2022: £3.5m). This includes £0.3m (2022: £0.2m) of outstanding contributions at the year end. Employees' regular contributions were £1.4m (2022: £1.5m).

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

### e) STSS

The Scottish Teachers' Superannuation Scheme (STSS) is an unfunded multi-employer defined benefit only pension scheme that was contracted out of the State Second Pension (S2P) until 31 March 2016. It covers former members of the academic staff of St Andrew's College of Education.

Under the definitions set out in FRS 102 the STSS is an unfunded multi-employer defined benefit scheme and as the University is unable to identify its share of the Scheme's underlying assets and liabilities it has applied the exemption in FRS 102 to account for the Scheme as if it were a defined contribution scheme.

The rate of employer contributions is set with reference to a funding valuation undertaken by the Scheme actuary. The latest four-yearly actuarial assessment of the Scheme was carried out as at 31 March 2016. It showed that the Scheme had total liabilities, for service to 31 March 2016, of £22.8 billion and notional assets of £21.5 billion giving a notional past service deficit of £1.3 billion.

#### The main financial assumptions adopted for the latest actuarial assessment were:

Discount rate;

For liabilities and contribution rate	2.8% pa real; 4.86% pa nominal until 2019 and then 2.4% pa real; 4.45% nominal
For cost cap rate	2.4% pa real; 4.45% nominal
Pension increases	2% pa
Long term salary growth	4.2% pa, 2.2% pa in excess of assumed CPI

The valuation informed an employer contribution rate of 23% of pensionable salary and tiered employee contribution rates in the range of 7.2% to 11.9% which are anticipated to deliver a yield of 9.4%.

The 2020 actuarial assessment of the Scheme is ongoing.

The total pension cost for the University was £61k (2022: £83k). This includes £5k (2022: £6k) of outstanding contributions at the year end. Employees' regular and additional voluntary contributions were £29k (2022: £41k) and £6k (2022: £5k) respectively.

### f) NHSSS

The NHS Superannuation Scheme (Scotland) (NHSSS), operated by NHS Scotland, is an unfunded multi-employer defined benefit scheme that is a defined benefit only pension scheme and until 31 March 2016 was contracted out of the State Second Pension (S2P).

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

Under the definitions set out in FRS 102 the NHSSS is an unfunded multi-employer defined benefit scheme and as the University is unable to identify its share of the Scheme's underlying assets and liabilities it has applied the exemption in FRS 102 to account for the Scheme as if it were a defined contribution scheme.

The rate of employer contributions is set with reference to a funding valuation undertaken by the Scheme actuary. The latest four-yearly actuarial assessment of the Scheme was carried out as at 31 March 2016. This showed that the Scheme had total liabilities, for service to the 31 March 2016, of £34.7 billion and notional assets of £32.5 billion giving a notional past service deficit of £2.2 billion.

### The main financial assumptions adopted for the latest actuarial assessment were:

Discount rate;

For liabilities and contribution rate	2.8% pa real; 4.86% pa nominal until 2019 and then 2.4% pa real; 4.45% nominal
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For cost cap rate	2.4% pa real; 4.45% nominal
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Pension increases	2% pa
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Long term salary growth	4.2% pa, 2.2% pa in excess of assumed CPI
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The valuation informed an employer contribution rate of 20.9% of pensionable salary and tiered employee contribution rates in the range of 5.2% to 14.7% which are anticipated to deliver a yield of 9.4%.

The 2020 actuarial assessment of the Scheme is ongoing.

The total pension cost for the University was £1.9m (2022: £1.7m). This includes £0.2m (2022: £0.1m) of outstanding contributions at the year end. Employees' regular contributions were £1.0m (2022: £0.9m) and £22k (2022: £17k) in respect of additional voluntary contributions.

### g) MRCPS

The Medical Research Council Pension Scheme (MRCPS), operated by the Medical Research Council (MRC), is a funded multi-employer pension scheme that provides benefits based on service and final pensionable pay at the normal retirement age of 65. In addition to the principal section, the supplementary benefits section exists to provide additional benefits in the event of ill-health retirement or death-in-service. It is solely funded by members' contributions. Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement.

Former members of staff of the MRC who transferred to the University of Glasgow under TUPE regulations are covered by the MRCPS.

Under the definitions set out in FRS 102 the MRCPS is a funded multi-employer defined benefit scheme and as the University is unable to identify its share of the Scheme's underlying assets and

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 29 Pension schemes (continued)

liabilities it has applied the exemption in FRS 102 to account for the Scheme as if it were a defined contribution scheme.

The required MRCPS contribution rate is assessed every three years in accordance with advice of the Government Actuary and these triennial valuations are conducted under the Pensions Act 2004 on a scheme specific funding basis. The latest actuarial assessment of the University section of the MRCPS was at 31 December 2019 at which showed a statutory funding surplus of £24.1m and the market value of the assets of the MRCPS was £114.8m, an ongoing funding level of 127% under the statutory funding objective. The actuarial value of the assets was sufficient to cover 127% of the benefits that had accrued to members after allowing for expected future increases in earnings.

The MRCPS Trustees seek to maintain sufficient assets in the scheme to avoid section 75 debts arising in the future and therefore use an alternative funding objective. Liabilities are assessed on a buy-out basis and compared to existing assets. Under the alternative funding objective at 31 December 2019 the University section showed a deficit of £19.2m, an ongoing funding level of 86%, so the objective was met at the valuation date.

**The main financial assumptions adopted for latest valuation were:**

	Statutory funding objective	Alternative funding objective
Discount rate	2.0%	Gilt yield curve + 0.25% for pensioners; -0.25% for non-pensioners
Earnings increases (long term) + promotional scale	3.5%	n/a
RPI	n/a	3.4%
CPI	2.0%	3.0%
Discount rate net earnings increase	(1.5%)	n/a
Discount rate net pension increases	0.0%	Varies by term

Based on the latest valuation, contribution rates to the Scheme for employees are 6.5% and for employers are 16.9%.

The total pension costs for the University was £0.2m (2022: £0.2m). This includes £20k (2022: £19k) of outstanding contributions at the year end. Employees' regular contributions were £0.1m (2022: £0.1m) and £3k (2022: £3k) in respect of additional voluntary contributions.



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 July 2023

## 30 Financial instruments

The carrying value of financial assets and liabilities are summarised by category below:

	Note	Consolidated		University	
		2023	2022	2023	2022
		£m	£m	£m	£m
<b>Financial assets</b>					
Measured at fair value through Statement of Comprehensive Income:					
Treasury stock	13	1.4	1.5	1.4	1.5
Listed investments	13	0.1	0.2	-	-
Endowment assets	13	234.3	225.8	234.3	225.8
Measured at cost less impairment:					
Unlisted investments	13	2.8	2.4	21.1	21.1
Measured at amortised cost:					
Research grants and contracts	15	62.9	57.0	62.9	57.0
Salaries recoverable externally	15	3.8	3.6	3.8	3.6
Courses, consultancies and contracts	15	6.2	12.0	6.2	12.0
Amounts due by subsidiaries	15	-	-	1.4	1.8
		311.5	302.5	331.1	322.8
<b>Financial liabilities</b>					
Measured at amortised cost:					
Private placement bonds	17	245.0	245.0	245.0	245.0
Unsecured loan	16,17	6.8	7.8	6.8	7.8
Research grants and contracts	16	19.2	32.9	19.2	32.9
Courses, consultancies and contracts	16	10.0	6.5	10.0	6.5
Sundry creditors	16	52.4	45.6	51.7	45.0
Amounts due to subsidiaries	16	-	-	0.6	0.9
		333.4	337.8	333.3	338.1



## **University of Glasgow**

### **Finance Committee**

#### **Minute of Meeting held on Wednesday 8 November 2023 in the Melville Room**

##### **Present:**

Gavin Stewart (GS (Chair)), Gregor Caldwell (GC), Prof Dan Haydon, 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:**

Dr David Duncan, Angus Ross (AR), Amber Higgins (Clerk), Peter Haggarty (PH), Stuart Hoggan (SH), Scott Proctor (SP)

##### **Apologies:**

Prof Frank Coton, Hailie Pentleton-Owens

##### **FC/2023/14. Summary of main points**

- The Committee received the financial statements for the year ended 31 July 2023. The Committee noted the strong financial performance and growth during the year, with a management accounts surplus of £68.2m pre the movement in the USS pension scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported in the financial statements as £128.0m. The Committee noted the main movements within the Management Accounts and also noted the main movements between the Management Accounts and the Statutory Accounts. During the discussion it was noted that Committee welcomed the changes to the Reports and Financial statements and the steps to modernise the presentation (building on those introduced last year) and move towards Integrated Reporting. The Committee felt that greater balance between achievements, and risks and challenges would be beneficial, along with changes to clarify elements of the commentary to ensure that there was a consistent approach/wording and to better bring out a number of matters.
- The Committee noted that work continued to be progressed to understand the overall sector end of cycle position in relation to international student recruitment. There was a significant amount of effort underway on scenario modelling and savings for this year as well as budget preparation for next year. The Committee agreed that Scenarios 1-3 as outlined in the paper would be modelled and that a qualitative description of the type of circumstance that could lead to each Scenario would be set out. The Committee agreed that the cashflow based on these Scenarios would be discussed in detail at the next meeting.
- The Committee received an update from GC on: RAAC review and findings; RCF review and next steps; and issues surrounding the CBRE contract and next steps, including the use of a high proportion of the contingency set aside for this contract.

##### **FC/2023/15. 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/2023/16. Minutes of the meeting held on Wednesday 13 September 2023**

The minutes of the 13 September meeting were approved following minor amendment.

#### **FC/2023/17. Matters Arising**

GC reported that following the Committee self evaluation the Finance Team had worked hard to reduce the amount of paperwork and would continue to do so, particularly on business cases. The Committee members were invited to pass on any comments to GC if there were any examples during the year where members felt information was not necessary for the committee.

#### **FC/2023/18. University Financial Statements**

The Committee received the financial statements for the year ended 31 July 2023.

Angus Ross, Deputy Director of Finance summarised the position, highlighting the strong financial performance and growth during the year, with a management accounts surplus of £68.2m pre the movement in the USS pension scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported in the financial statements as £128.0m.

The Committee noted the main movements within the Management Accounts, which included: an increased income in tuition fees of £30.1m; an increase in SFC grant of £6.1m, mainly due to one-off support provided for research; an increased spend of £46.3m in general funds staffing mainly due to staff investment plus salary increase (incl. additional increment); an increased spend in General Funds Consumables by £15.4m; an increased spend in Infrastructure and Strategic Investment of £23.0m mainly as a result of maintenance and continued enhancements; and commercial margin decrease of £32.9m, mainly due to the completion of the Lighthouse Lab and the following ONS contract.

The Committee also noted the main movements between the Management Accounts and the Statutory Accounts, which included: Investments / Endowments +£8.5m: following the change in value of the investments and endowments; USS provision movement +£52.5m: this movement related to the change in the present value of the USS deficit obligation (this is based on the 2020 valuation); Pensions Actuarial Movement and Exchange differences - £27.8m: mainly attributable to an actuarial loss on the UGPS pension scheme driven by the negative effect of the gilts crisis on the valuation of its investments which offset the positive effect of a higher discount rate being applied to its liabilities.

The Committee further noted: the main underlying movements in the Operating Surplus; movements in the Balance Sheet; and Cash & Deposits (cashflow) movements; the change in classification and disclosure of the GSV leases.

EO reported that the External Auditors, PWC were expected to issue an unqualified audit opinion and that the Audit and Risk committee had recommended the Financial accounts for approval. The Committee noted that there were no material areas of disagreement with management but there were a number of areas of judgement. The Committee noted that control recommendations were outlined in the report, and it was noted that an update would



be taken to the next Audit and Risk Committee meeting on the progress of the recommendations.

During the discussion it was noted that Committee welcomed the changes to the Reports and Financial statements and the steps to modernise the presentation and move towards Integrated Reporting, all building on the significant changes made last year. The Committee felt that greater balance between achievements, and risks and challenges would be beneficial, along with changes to clarify elements of the commentary to ensure that there was a consistent approach/wording and to better bring out a number of matters such as progress towards net zero. The Committee also commented that it would be beneficial to ensure that all the elements mentioned in the annual report around commitments had been fulfilled or were on track to be.

While it was noted this was not an FC responsibility, a query was raised about the openness of the JMSLH building and if it was open access. It was agreed that DD would take this forward.

The Committee agreed that the University Financial Statements should be recommended to Court for approval, with appropriate changes to elements of the narrative to take on board comments from the FC and the ARC.

The Committee noted that a meeting would take place in January 2024 along with the Audit and Risk Committee to review the USGAAP Accounts.

#### **FC/2023/19. Accounts: Subsidiary Companies/University Trust, year ending 31 July 2023**

The Committee noted the accounts for subsidiary companies and the University Trust.

#### **FC/2023/20. Director of Finance report**

##### *FC/2023/20.1 International Recruitment*

GC outlined forecast for operating cash and it was noted that it was £23m adverse to budget which was largely due to a shortfall in tuition fees, reduced in part by forecast savings to be identified in salaries and consumables and higher bank interest receivable. Closing actual cash position for 23/24 remained ahead of budget by £16m due to prior year performance. The projected 23/24 position was £1m higher than September projections – the shortfall to budget reflected an increased shortfall in international students to 2,000 FTE offset by further expected savings and rephasing of investments.

The Committee noted that work continued to be progressed to understand the overall sector end of cycle position and to analyse in broad terms the contributors to the shortfall between sector effects and the steps taken by UoG to meet the target of not increasing student numbers. The Scottish sector was expected to be down overall, which was likely to compound financial challenges in some institutions. Since the last update to Finance Committee, feedback from the Russell Group had indicated a more challenging recruitment cycle than previously anticipated, with a number of institutions now reporting they were expecting to miss targets due to a softening in Chinese demand.

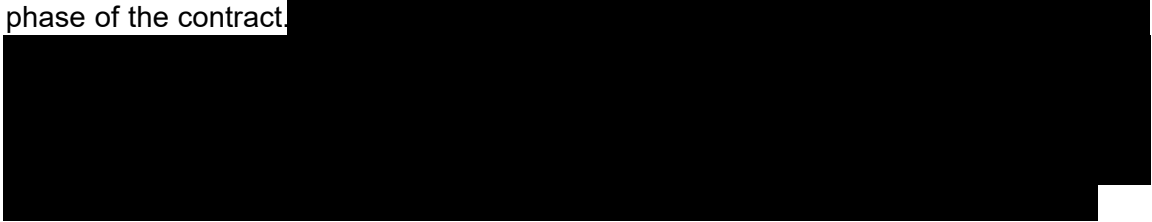
It was reported that SMG had agreed a number of actions to improve the relative position of Glasgow through the 24/25 recruitment cycle. It was noted that the objective was to meet the previously agreed budget target for that year (and not to over recruit to recover some of this year's financial shortfall). It was also noted that it was very difficult to be precise on numbers and that contingency plans should be considered should there be some overshoot in actual numbers. Applications and acceptances to date for 2024/25 are showing an overall increase, albeit it is very early in the cycle. Further details on market data and recruitment position would be brought to the January workshop, along with modelling of downside scenarios to tension

investment choices. There was a significant amount of effort underway on scenario modelling and savings for this year as well as budget preparation for next year. The Committee agreed that Scenarios 1-3 as outlined in the paper would be modelled, and that Scenario 4 would be dropped, as this gave a wide enough range of outcomes and would reduce the load on the team.

The Committee agreed that the cashflows based on these Scenarios would be discussed in detail at the next meeting. It was also agreed that a qualitative description of the type of circumstance that could lead to each Scenario would be set out.

#### *FC/2023/20.2 Directors Update*

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

- Cyber Security Internal Audit – the committee noted the outcome of the report.
- CBRE were currently in month seven of service delivery and remained in the stabilisation phase of the contract. 
- RAAC – a review has been completed and a summary report on approach, action and mitigation has been prepared and shared with the Estates Committee. There were four examples of RAAC across all properties – all are considered low risk following mitigation actions being enacted.
- Agresso – It was noted that the University had received notification that Agresso on premis would not be supported from December 2024 with movement to the cloud beyond this. It was reported that a number of customisations had been made to the software which would be impacted by the move to a cloud based system and ARCP (research) was not supported in the latest Agresso system.
- RCF – the committee noted that a review of RCF had taken place and the sub-committee had discussed the merits of a 5 or 7 year RCF and quantum. Modelling of the impact of this on scenarios would be completed as part of preparation for the January workshop.

#### **FC/2023/21. Table of Actions**

<b>Action</b>	<b>Date Due</b>	<b>Notes</b>
Committee members to provide ongoing feedback in relation to the papers issued.	ongoing	Member of the committee
Annual Accounts narrative to be amended as per discussion prior to submission to Court	November 2023	Executive Director of Finance/Chair
Set up an additional meeting to review the USGAAP Accounts	January 2024	Clerk
Scenarios 1-3 prepared for further discussion with a qualitative description of circumstances that could lead to each scenario	January 2024	Executive Director of Finance
Updated student recruitment and cash flow scenarios	January 2024	Executive Director of Finance
Benefits realisation update	September 2024	Executive Director of Finance

**FC/2023/22. AOB**

No substantive issues were raised.

**FC/2023/23. Date of Next Meeting**

The date of the next meeting was noted as 24 January 2024. It was noted that there would be a workshop on the morning of the meeting to discuss the Keystone Building and the cashflows from the Scenarios in detail.

**Court Context Card 22 November 2023 - Learning and Teaching Strategy**

Speaker	Professor Moira Fischbacher-Smith
Speaker role	Vice-Principal (Learning and Teaching)
Paper Description	Learning and Teaching Strategy Implementation update
Topic last discussed at Court	23 November 2022
Topic discussed at Committee	N/A
Court members present	N/A
Cost of proposed plan	N/A
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	2021-2025
Red-Amber-Green Rating	Green
Paper Type	For information
Paper Summary	<p>This paper provides an update on the implementation since it was approved in February 2021. The presentation to Court will provide an update on: Enabling the Learning and Teaching Strategy; communication activity; Transforming curricula; Curriculum for life; Assessment &amp; feedback Practice &amp; Policy: delivery plan; and L&amp;T Strategy Benefits Group ToR.</p> <p>The Learning and Teaching Strategy can be found here <a href="https://www.gla.ac.uk/myglasgow/learningandteaching/">https://www.gla.ac.uk/myglasgow/learningandteaching/</a> .</p>
Topics to be discussed	As Court wishes
Action from Court	Court is requested to note the update
Recommendation to Court	to note the update
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% of the UofG population
Operating stats	
% of	N/A
Campus	All locations
External bodies	UK & Scottish Governments; SFC;
Conflict areas	
Other universities that have done something similar	Sector wide
Other universities that will do something similar	Sector wide
Relevant Legislation	N/A
Equality Impact Assessment	N/A
Suggested next steps	
Any other observations	





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Court 22112023 - Paper 5a

The Transformation Team

Learning & Teaching Strategy Implementation  
Professor Moira Fischbacher-Smith, VP Learning & Teaching  
Court Meeting, November 2023



## LEARNING & TEACHING STRATEGY

Number	Content	Slide
1	Learning & Teaching Strategy on a page	3
2	Workstream Set Up & Priorities	4
3	High level view of current activity	5
4	Communications and Engagement	6
5	Focus on Transforming Curricula	7-11
6	Approach to Planning and Benefits Realisation	12-13



Our Purpose: to develop and support our students through an excellent University experience so that they fulfil their academic potential and contribute in the fullest way possible to culture, society and the economy throughout their lives.

## Values

- **Inclusive** policies and practices that promote student and staff wellbeing
- **Integrity** and **respect** in our behaviours, academic standards and quality
- **Collaboration** across staff and student communities, recognizing diversity of contribution and valuing collective endeavour
- Promoting **continuing professional and skills development** to support evolution in learning and teaching
- **Harnessing** curiosity, creativity and enterprise in our **research-rich environment**
- Promoting **excellence** through evidence based approaches and recognizing efforts and achievements
- Evaluating our programmes, teaching practices and our associated investments in technology in terms of their connection with and impact on **sustainability** and in particular, climate change

## Pillars

### Evolving Approach to Student-Centred Active Learning

- Redesigning teaching to support interaction
- Maximising, and supporting engagement with, blended learning opportunities
- Developing team approaches to design and delivery of teaching
- Redesigning formative and summative assessment to connect to real world challenges
- Developing students' independent learning and groupworking skills
- Enabling relationship building to support wellbeing and retention

### Transforming curricula and assessment

- Connecting with real-world challenges
- Programmes and assessment that foster creativity and problem solving
- Programmatic and inclusive curriculum design and assessment
- Work-related learning, employer engagement and student-led practice engagement
- Flexibility to support relevant course combinations and multidisciplinary
- Easier transition through routes to study

### Students' Professional & Skills Development

- Short, stand-alone academic courses focusing on insights and skills and refreshed in light of employer feedback
- Professional and academic development focusing on integrity and behaviours
- Enhanced focus on graduate attributes
- New approach to articulate and demonstrate skills development

## Enabled by

- Investments in SMART campus, technology and analytics
  - Improved learning environments and infrastructure
  - Increased Staff Support and Development
- Consolidation of Online and Blended Learning Support & Expertise
- Enhanced Support for Enterprise and Student-Led Activities

## Outcomes

**Students:** Depth of disciplinary expertise through professionally recognized and externally valued curricula that connect with global challenges. Engaged learning through interactive teaching enabled by enhanced digital literacy, depth of focus on disciplinary skills and expertise, alongside development of professional skills and attributes to support career advancement. Opportunity to work in partnership within an inclusive and collaborative learning environment that supports a diverse student population studying online, on our campuses and with our TNE partners.

**Staff:** Well-supported teaching environment with opportunity and challenge to transform curricula and approaches to teaching, whilst building on the achievements during the coronavirus pandemic. Improved digital teaching and assessment environment, support for learning and assessment design and evaluation. Strengthened sense of community and multi-disciplinary and cross-organizational team working.

**External Stakeholders:** Contemporary and high-quality degrees supporting excellence in our graduates, professional recognition, engagement with and contribution to culture, economy and society and with flexible pathways through study that adapt to the evolving needs of society, government, employers, NGOs and our national and international partners.

# Enabling the Learning and Teaching Strategy

[Link to Learning & Teaching: Strategy Workstreams](#)



## A&F Practice & Policy

You may have heard of the Practice and Policy Workstream as part of the A&F Project and the development of the Learning Through Assessment (LTA) framework. The purpose of the A&F Practice and Policy Workstream is to promote the Vision and Principles as outlined in 'Learning Through Assessment' to enable enhancement to the University's approach to assessment and feedback.



## Transforming Curricula

The purpose of the Transforming Curricula Workstream is to lead on the implementation of the transforming curricula elements of the Learning & Teaching Strategy. This involves: identifying existing good practice in programmatic approaches, inclusive curricula, work-related learning and inter-disciplinary learning; stimulating and where appropriate commissioning new work; championing and facilitating sharing of good practice; and ensuring that the values in the strategy underpin curricula transformation.



## Student Skills & Professional Development

The purpose of the Student Skills and Professional Development (SSPD) Workstream is to lead on the implementation of this pillar of the the Learning & Teaching Strategy. This involves identifying opportunities and appetite for skills-based courses, models/approaches to such provision, greater embedding of skills within the curriculum, a coherent framework and approach to promoting student engagement with skills development and the Graduate Attributes framework.



## Evolving Teaching Practice

The purpose of the Evolving Teaching Practice Workstream is to create a shared understanding and approach to developing and supporting active learning across the University. This entails the articulation of long-term ambitions for active learning, consistent and coherent messaging around active learning and clear articulation of the requirements of the associated physical and digital infrastructure.

Learning Through  
Assessment Framework

AI Guidance For Staff

A&F Policy Changes

Programme Archetype  
Review

Curriculum For Life  
Framework

Interdisciplinary Learning  
Projects

Embedding Skills in the  
Curriculum

Skills as an add-on CPD

Tools to support Students

Implementing & Evaluating  
Active Learning

Hybrid Learning & Teaching

Horizon Scanning





## Case for Change

The Learning and Teaching strategy was published in 2021. This programme of work supports the implementation of this strategy, the outcomes of which can be seen on the [strategy one pager](#)

The work is being undertaken by four workstreams; A&F Practice & Policy, Transforming Curricula, Student Skills & Professional Development and Evolving Teaching Practice.

Each workstream is co-led by VP, Assistant VP or Deans of L&T and Academic & Digital Development colleagues and include academic representatives from each College and Student Representative Council.

## Delivery Highlights to Date

- Strategy workstreams established, key priorities and activity timelines agreed.
- Learning Through Assessment Framework launched (April 2023) and AI guidance produced (ongoing)
- Funding approved to recruit additional PM and Comms & Engagement Lead to support the programme through to December 2025. Comms & Engagement Lead in role from 24th October.
- Revised governance approach agreed for AY 2023/24, with L&T Leadership Group established and reporting to Learning & Teaching Committee (Strategy Focused).
- L&T Strategy webpages designed, developed and published within the refreshed L&T Webpage Hub.
- Transforming Curricula approach to Interdisciplinary Learning Projects (ILP) Pilot agreed by L&T Leadership Group and LTC (Strategy Focused) October 2023.

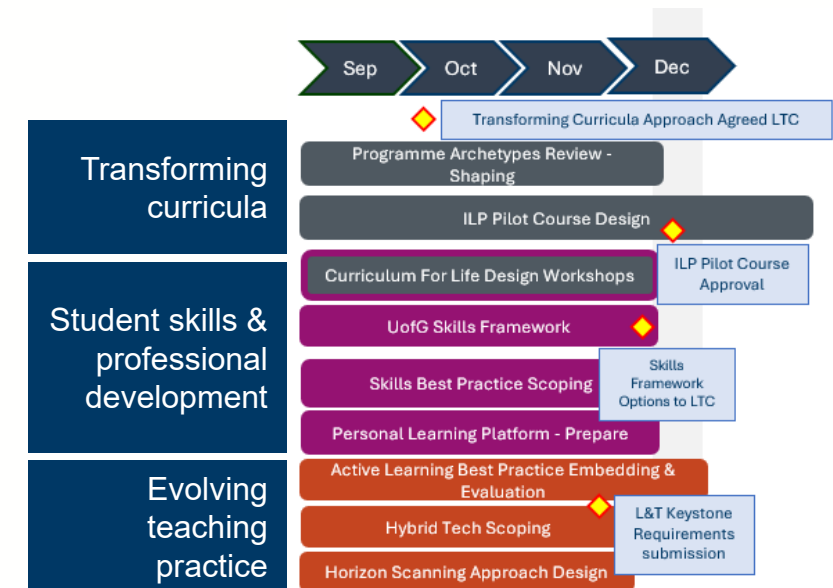
## Next Steps

- Commence staff and student consultation on plans and design of Interdisciplinary Learning Projects (ILP) Pilot from w/c 13<sup>th</sup> Nov.
- Develop Investment / Benefits / Outcome reporting approach for AY 2023/24.
- 1<sup>st</sup> iteration of UofG Student Skills Framework to be drafted for end of November 2023.
- Kick off revised comms plans and approach for AY 2023/24 from end of November 2023

## Key Benefits and Measures

**Key measures are still being developed at this stage of the project. Measurement plans are yet to be developed.**

## Upcoming Timeline





# L&T Strategy Communication Activity

## April to October Summary

4

Email Campaigns

57.6%

Average Open Rate

1662

L&T homepage visits

152

Video views

### Learning Through Assessment

- In April, Learning Through Assessment Framework was published with a supporting video on YouTube.
- In August we asked people to participate in our test pilot with a 59.8% open rate.

### AI Guidance

- In August, the AI Guidance for Staff webpage was published with promotion email sent 31 August.
- 1,165 page visits since email and majority of readers are finding the page through Google, rather than UofG website.

### Student Voice

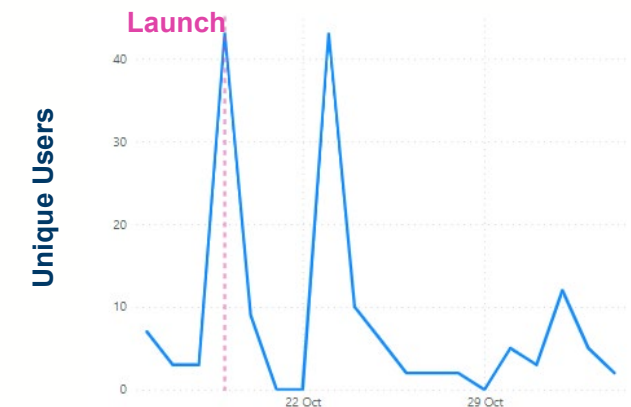
- Week beginning 16 October, Closing the Feedback Loop web page and infographic were launched.
- In the 2 weeks post launch, 131 unique users spending an average of 57s active time.



### AI Guidance Visits



### First 2 Weeks





# Transforming Curricula

## Remit:

To transform curricula and assessment in ways that draw on (inter)disciplinary knowledge to address the societal challenges that we face globally, reflect our values of inclusivity, wellbeing and sustainability, draw on best practice in teaching and assessment and embed work-related, professionally recognised learning opportunities for students.



Rationale

Evidence  
base

UoG  
Approach



# Transforming Curricula

*Under development & subject to  
consultation*

**Work-related learning:** each student gets an opportunity to complete WRL

**Interdisciplinary projects:** each student gets an opportunity to work in an interdisciplinary team

The UoG Degree: each student gains a named degree in a specialist subject area

**Employability skills based learning:** each student gets an opportunity to complete learning that contributes to their CV, that is attractive to potential employers

**Interdisciplinary learning:** each student gets an opportunity to engage in learning beyond their discipline



We propose a '**Curriculum for Life**'

- A suite of opportunities, cross and interdisciplinary, to broaden knowledge, build upon and utilise transferrable skills and take students beyond the confines of their discipline

Complements deep disciplinary learning by introducing an opportunity for students to engage in

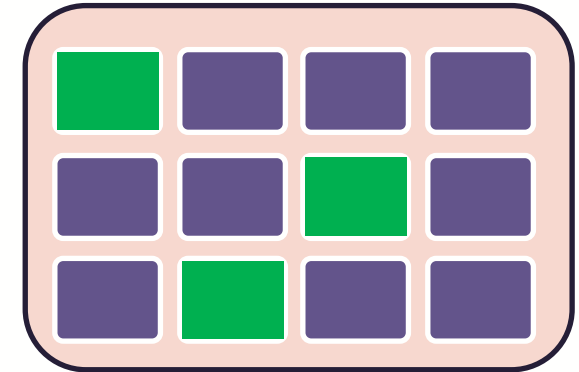
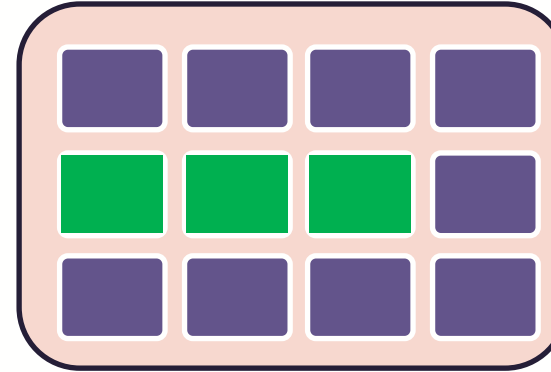
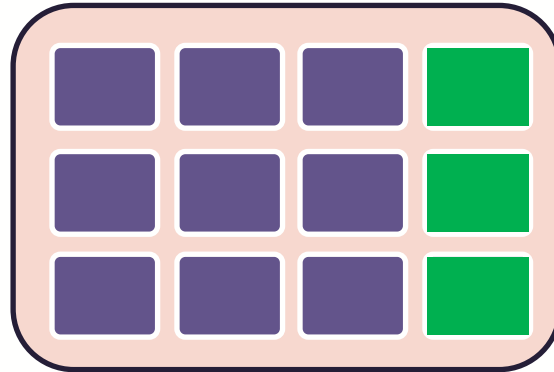
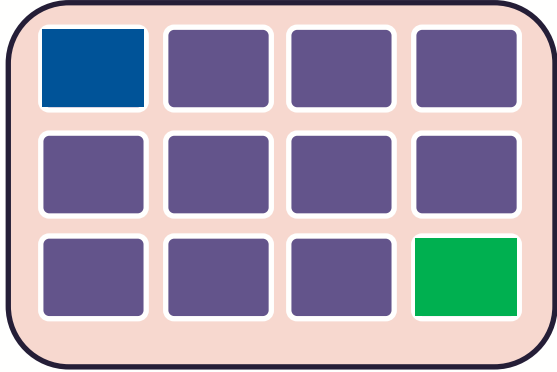
- Interdisciplinary learning
- Experiential learning
- Challenge based learning

Incorporating

- Work based opportunities
- COIL (Collaborative online international learning)
- Research Projects
- Community and civic engagement



## Degree Archetypes & Curriculum for Life - *Example*



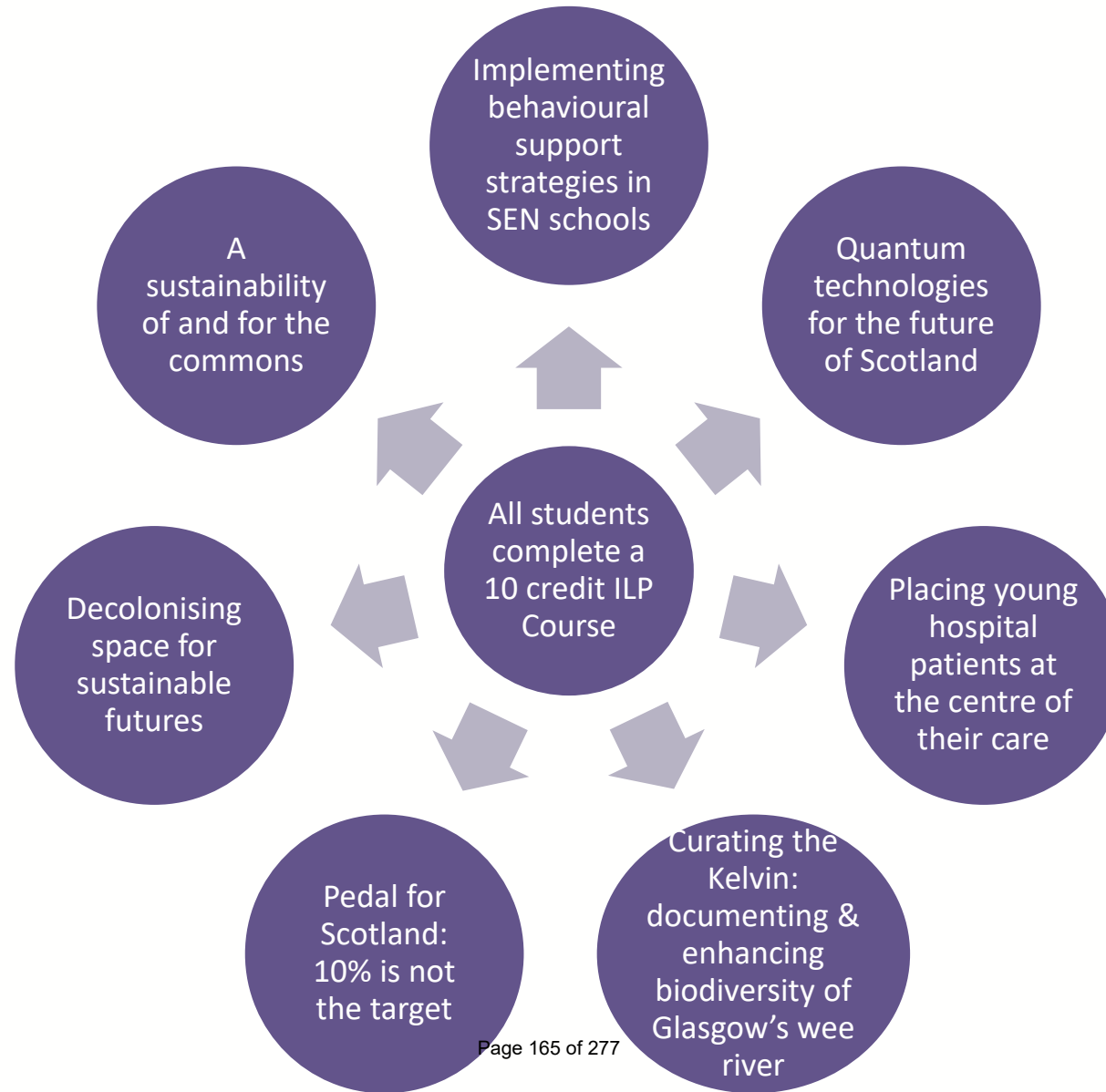
ILPs would involve engagement in a short 'interdisciplinary' course that expose students to different epistemologies, authentic assessments and a short taster project (from 2<sup>nd</sup> year onwards).

This would then allow a student to engage in a full ILP: a real project, connecting UoG students with communities, charities, industries, research groups and researchers.





# Transforming Curricula – ILP (contd)





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# Assessment & Feedback Practice & Policy: Delivery Plan (Draft)

## Key

Learning Through Assessment Framework ■  
AI Guidance for Staff ■  
Policy Changes ■  
Milestones ◆

## RAG

On-Track / Resource Secured  
Off-Track / Resource Unsecured  
Blocked / Resource Required  
Complete

Sep

Oct

Nov

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

Semester 1

Semester 2

Semester 3

Summer

Semester 1

LTA and A&F Resources Hub Promotion ◆



A&F PET Release



Exam Diet

Policy Changes Approved



PET Handover to PIA

Development of A&F Resources Hub

Promotion & Embedding of LTA Framework

Boards of Studies -  
Scoping

Boards of Studies LTA  
Training

Timebound Action Plans for Programmes

A&F PET Pilot

Development of A&F PET

PET Release

PET Completion

PET Data Analysis

PET Handover

AI Guidance for Staff – Provide On Going Guidance

A&F Policy Changes

Proposal Developed

A&F Process Scoping & Impact Analysis

A&F Process Design & Development

A&F Process Implementation

# L&T Strategy Benefits Group

## Terms of Reference

DRAFT

### Purpose and scope

The purpose of the Learning & Teaching Strategy Benefits group is to agree a shared and integrated approach to observing, measuring and articulating the benefits and outcomes of the L&T strategy.

This will allow all stakeholders to understand and communicate consistently the measurable aims of each project attached to the strategy and be able to track the success of each project outcome.

- Identify program objective and outcomes
- Identify and test program measure
- Assign a benefit type
- Outline the deliverable
- Articulate the solution
- Communicate these as an understandable benefit statement

### Ways of working

The Group will meet every two months. Meetings will offer the group an opportunity to review the work completed in the previous period and provide input into the goals for the next two months. The group will receive updates of progress across the objectives stated above and demonstrations where appropriate, as well as visibility of decisions required at every meeting.

Each Learning & Teaching program will have individual benefits which will be articulated in a uniformed manner to the Transformation Board.

Members	Responsibilities
Moira Fischbacher-Smith (Lead & Chair)	Accountable for delivering the agreed strategy outcomes.
Wendy Anderson	Assistant Vice Principal Learning & Teaching
Nic Labrosse	<ul style="list-style-type: none"> <li>• College Representation</li> <li>• Ensures understanding of academic needs are being considered</li> </ul>
Jennifer Davis	Finance L&T Strategy Fund
<b>Planning, Insights and Analysis team</b> Alistair Knock David Gray Paul O'Donnell Sandra Bonilla	<ul style="list-style-type: none"> <li>• Provide University data understanding (data maturity of institute)</li> <li>• Outline BAU data availability and owners</li> <li>• Advise on data access and format of data availability</li> </ul>
<b>Transformation Team: :</b> Beata Nalewajko Gillian Conway	<ul style="list-style-type: none"> <li>• A&amp;F Project Operating Model Workstream Lead</li> <li>• Provides perspectives of wider benefits realisation work</li> <li>• Optional attendance (agenda dependent)</li> </ul>
Craig Chapman-Smith	Strategy Programme Risk & Benefits
Support	Responsibilities
Amanda Sykes	• Accountable for the project management and business analysis required as part of the project.
Karla Cagney (PM) Jenna-Marie Lundy (ABA)	<ul style="list-style-type: none"> <li>• Provide project management and business analysis support as required by the project teams.</li> <li>• Provide regular updates to the Chair.</li> <li>• Provide analysis/support as required</li> </ul>

**Court Context Card 22 November 2023 - Principal's Report**

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
<b>Paper Description</b>	For information / discussion	
<b>Topic last discussed at Court</b>	Last report to Court was September 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>	NA	
<b>Timing</b>	Various	
<b>Red-Amber-Green Rating</b>	Various	
<b>Paper Type</b>	For information / discussion	
<b>Paper Summary</b>	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> <li>Political Update and Higher Education Developments <ul style="list-style-type: none"> <li>Independent Review of University Spinouts <p>Review of University spinouts commissioned by HM Treasury and Dept of Science, Innovation and Technology (DSIT) to be published on 21 November.</p> <p>New national education bodies to be created as part of Scottish Government reform agenda, with HE Minister expected to provide an update before the end of the year.</p> </li> <li>Higher Education Reform in Scotland <p>Russell Group Manifesto <p>Russell Group has published its manifesto for the UK General Election with focus on areas including skills for the future; excellent R&amp;D to support the economy; health innovation and world-leading education exports</p> <p>Launch of SFC ARCs, with Glasgow leading three out of the four initiatives</p> <p>James Cleverly appointed as Home Secretary, David Cameron new Foreign Secretary and George Freeman resigns as Minister of State in DSIT, replaced by Andrew Griffith.</p> <p>Glasgow wins Queen's Anniversary Prize for the work of the Centre for Robert Burns Studies (embargoed until 7pm on 16 November)</p> <p>UofG Together Against Gender-Based Violence campaign launches on 25 November.</p> </p></li> <li>2. Queen's Anniversary Prizes <p>Improvement in Leiden ranking - 5th in UK based on the percentage of papers in the top 10% most highly cited in their field; THE World University Rankings - 87th; THE World University Rankings by Subject - six subject areas in world top 100.</p> </li> <li>3. GBV campaign <p>Reappointment of VPs Professor Sara Carter and Professor Chris Pearce</p> </li> <li>4. University rankings </li> <li>5. SMG reappointments</li> <li>6. Key activities</li> <li>7. Senior Management Group business</li> </ul></li></ol>	
<b>Topics to be discussed</b>	In line with paper's headings	
<b>Action from Court</b>	To note/discuss if wished	
<b>Recommendation to Court</b>		
<b>Relevant Strategic Plan workstream</b>	All	
<b>Most relevant Primary KPI it will help the university to achieve</b>	NA	
<b>Most relevant Secondary KPI it will help the university to achieve</b>	NA	
<b>Risk register - university level</b>	All risks	
<b>Demographics</b>		
<b>% of University</b>	Items mainly relate to the University as a whole	
<b>Operating stats</b>		
<b>% of</b>		
<b>Campus</b>	All locations	
<b>External bodies</b>	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI, other funding bodies e.g. charities	
<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>		



**Court - Wednesday 22 November 2023**

## **Principal's Report**

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

#### **1. Higher Education Developments and Political Update**

##### **Independent Review of University Spinouts**

Commissioned by the Department for Science, Innovation & Technology (DSIT) and HM Treasury in March 2023, Professor Irene Tracey CBE, Vice-Chancellor of the University of Oxford and member of the Medical Research Council and Dr Andrew Williamson, Chair of the Venture Capital Committee at the British Private Equity & Venture Capital Association (BVCA) have been leading a review of the university spinout landscape across the UK. The group was tasked with consulting with universities, investors, and founders to identify best practice in university spinouts, given this is a key focus of the UK Government's Science and Technology Framework. The review aims to evaluate performance across universities and identify best practice and licensing deals for university intellectual property to promote the continued growth of the sector. I have been a member of the Review's External Advisory Group and have very much welcomed the opportunity to discuss what more we need to do to drive entrepreneurship from our universities and to feed in Glasgow's experience, for example through the success of the University's digital chemistry spinout Chemify [which secured £36m](#) from US investors in August. The publication of the Review is expected on 21 November and I will update Court further at the meeting.

##### **Higher Education Reform – Scottish Government**

The extensive education reform programme launched by the Scottish Government earlier this year is continuing. Court members will recall at recent meetings I provided an update on the publication of the Withers review on the Skills Delivery Landscape. The Scottish Government also published its report on [Post-school education, research and skills - purpose and principles](#).

Overall, as part of this reform agenda, three new national education bodies will be created: a qualifications body, a national agency for Scottish education, and an independent inspectorate body. These will replace the SQA and Education Scotland. In October it was announced there will also be a new Centre of Teaching Excellence created to support the Scottish Government's ambitions to raise attainment and better equip teachers with the tools and skills needed to improve education in Scotland. We are continuing to engage with the Scottish Government on the elements with relevance to HE and it is expected that an update will be provided by HE Minister Graeme Dey before the end of the calendar year.



### **Russell Group Manifesto**

On 9 November, the Russell Group published its [manifesto](#) for the next General Election, setting out its vision for research, innovation and future skills development, including a case study of the University's GALLANT project. The manifesto focuses on several core areas for the sector such as:

- Future-proofing the UK skills landscape and creating a better student experience
- Using R&D to support a thriving UK economy
- Tackling the climate crisis and equipping students with the knowledge and skills for the transition to net zero
- How universities can support making the UK a healthier nation, working with the NHS and industry to innovate in healthcare
- Securing the UK's position as a world-leader in education and research exports.

### **SFC Alliances for Research Challenges**

This month the Scottish Funding Council (SFC) launched its new Alliances for Research Challenges (ARCs) programme, to connect Scotland's research excellence to Scotland's national challenges. Funding is being provided by the SFC to support four ARCs, and the University of Glasgow has been successful in being named the lead institution for three of these ARCs as follows:

- **The Scottish Alliance for Food:** a collaborative initiative bringing together perspectives from social, natural, and applied sciences, arts and humanities, to address critical emerging research questions related to building a better food future for all.
- **Brain Health Alliance:** aims to create and support new cross sectoral, multidisciplinary collaborations with a shared vision of improving our nation's brain health.
- **Quantum ARC:** building on Scotland's established strengths in quantum science and technology, Quantum ARC seeks to catalyse the development of quantum technologies in Scotland for the benefit of society. By bringing together a broad range of stakeholders from academia and industry, to end-users and next-generation quantum workers.

[Three recent reports from the Scottish Funding Council](#) also show how the benefits of academic research in Scottish universities extend into the lives of people not only in Scotland but in many other parts of the world. These reports make reference to Glasgow's strengths in life sciences, quantum technology, addressing inequalities through research and how we are stimulating new, collaborative research through Government research infrastructure investments.

### **Cabinet Reshuffle**

Prime Minister Rishi Sunak has reshuffled his Cabinet following the departure of Suella Braverman as Home Secretary, with James Cleverly replacing her at the Home Office. It remains to be seen whether UKVI policy will change with this reshuffle, however current analysis by sector bodies suggests there is unlikely to be any significant policy shift ahead of next year's general election. Former Prime Minister David Cameron makes a return to Cabinet to replace James Cleverly as Foreign Secretary. Also relevant for HE is the resignation of George Freeman as Minister for Science, Technology and Innovation, to be replaced by Andrew Griffith. With a previous career in finance and formerly head of No 10's Policy Unit, he has spoken on social media about 'unleashing capital' on new opportunities in R&D.

## Items B: For Information

### 2. Queen's Anniversary Prizes 15<sup>th</sup> Round

Court will be pleased to know that the University has been successful in the Queen's Anniversary Prizes once again, winning the prize for the work of the Centre for Robert Burns Studies. At the time of writing we are looking ahead to the announcement of the award on 16 November (**please note that the news is strictly embargoed until the evening of 16 November**). The prize ceremony will be held at Buckingham Palace in February 2024. This is the second consecutive win for Glasgow, as the Centre for Virus Research was successful in the last round, and it is also the fourth success for Glasgow in the last six rounds.

The award is acknowledgement of the Centre's excellent research, innovative approaches to learning and teaching, extensive and diverse knowledge exchange activities and partnerships with Culture and Heritage institutions which have revolutionised scholarly and popular understanding of Burns' life and works, increasing the cultural and economic value of Burns not only in Scotland but internationally.

### 3. GBV Campaign

On 25 November, the University will launch a campaign titled Together Against Gender-Based Violence (GBV) to raise awareness and signpost support available from the University for those who have experienced GBV. The campaign is spearheaded by VP/Head of College of Social Sciences and Gender Equality Champion Professor Sara Carter and builds on the recommendations made in the Independent Review of the University's approach to addressing GBV published by Morag Ross KC in November 2022. The campaign has been developed by the same team at the University responsible for the Together Against Racism campaign which recently received The Herald's Diversity Campaign of the Year Award. It will build on existing student activism to address GBV, encourage awareness of the importance of consent, and address issues of sexual violence within student populations. The campaign has been designed following a significant period of student and colleague consultation, with a series of focus groups and engagement activities used to shape and inform the messaging. The launch coincides with the UN's 16 Days of Activism against GBV, and the campaign will include posters and other physical assets such as an art installation in the James McCune Smith Learning Hub, as well as digital content, including a social media campaign, video clips and a microsite on our web pages. The campaign makes a clear statement that there is no place for GBV at the University of Glasgow and will highlight the mechanisms for reporting any incidences of GBV, including details of the University's new Safeguarding Team and Safeguarding Manager appointed this year.

### 4. University Rankings

At the last meeting, I reported our position in four league tables: the QS World University Rankings – 76<sup>th</sup> in the world (up 5 places from last year); the QS Europe Rankings – 14<sup>th</sup> in Europe; the

Times/Sunday Times Good University Guide – 12<sup>th</sup> in the UK and named as Scottish University of the Year; the Guardian University Guide – 13<sup>th</sup> in the UK. In addition, I noted that NSS overall satisfaction score has dropped to 77.5% from 80% last year.

### **Leiden Ranking**

This is an annual global university ranking based exclusively on bibliometric indicators. The rankings are compiled by the Centre for Science and Technology Studies at Leiden University in the Netherlands. Glasgow has seen a marked improvement in its performance in this ranking as follows, showing a real jump in citations of papers relative to peer institutions:

For the period 2018-2021, UofG was ranked:

- 14th in the UK for number of papers published (Oxford 1st).
- 8th in UK for number of papers in the top 1% most cited in their field (Oxford 1st)
- 2nd in UK for proportion of papers (2.4%) that are in the top 1% most cited in their field (Oxford 1st)

For the period 2013-2016, UofG was ranked:

- 14th in UK for number of papers published (Oxford 1st)
- 11th in UK for number of papers in the top 1% most cited most cited in their field (Oxford 1st)
- 10th in UK for proportion of papers (2%) that are in the top 1% most cited in their field (London School of Health and Tropical Medicine 1st)

If we look at the percentage of our outputs that rank in the top 10% of the world, Glasgow is 5<sup>th</sup> in the UK behind Oxford, Cambridge, UCL and Imperial. All areas of the University have improved since 2011 and MVLS currently ranks 12<sup>th</sup> in the world. Social sciences and humanities have improved from 211<sup>th</sup> to 73<sup>rd</sup>.

### **THE World University Rankings 2024**

The Times Higher Education (THE) published the World University Ranking 2024 results on 27 September, ranking Glasgow 87<sup>th</sup> out of 194 institutions (82<sup>nd</sup> in 2023). We ranked 10<sup>th</sup> in the UK, 2<sup>nd</sup> in Scotland and 10<sup>th</sup> amongst Russell Group institutions.

Due to changes in methodology, our performance across the five pillars cannot be compared to last year's results.

- We have performed strongly in Research Quality (weighted 30%) and International Outlook (weighted 7.5%), ranking 32<sup>nd</sup> and 30<sup>th</sup> respectively.
- In future years, improvements to Teaching (weighted 29.5%, ranked 157<sup>th</sup>), Research Environment (weighted 29%, ranked 128<sup>th</sup>) and Industry (weighted 4%, ranked 438<sup>th</sup>) could help to increase our overall ranking position in the future.

### **THE World University Rankings by Subject 2023**

The University has improved across several areas and ranks in the world top 100 in six out of 11 subject areas, with Law rising into the top 50 worldwide. The six areas in the top 100 are:

- Law, rising to 43<sup>rd</sup> in the world (63<sup>rd</sup> in 2023)
- Clinical & Health, falling slightly from 49<sup>th</sup> to 53<sup>rd</sup> in the world
- Arts & Humanities, rising 13 places to 54<sup>th</sup> in the world
- Psychology, 74<sup>th</sup> in the world (94<sup>th</sup> in 2023)
- Life Sciences, 81<sup>st</sup> in the world (88<sup>th</sup> in 2023)
- Education, remaining in the world top 100, but dropping slightly to 87<sup>th</sup>

## **5. Senior Management Group reappointments**

I am pleased to report that two members of SMG have been reappointed for further terms of office. Professor Sara Carter has been reappointed as VP/Head of College of Social Sciences for a period of two years until 30 September 2026 and Professor Chris Pearce has been reappointed as VP Research and Knowledge Exchange for a further four-year term until 30 November 2027. Consultations were held with SMG members and other senior colleagues in accordance with the appointment/reappointment process for Vice-Principals and these resulted in overwhelmingly positive feedback on the performance of both colleagues.

## **6. 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**

- 5 October: Senate Meeting
- 9 October: Internal SHBI Project Group Meeting
- 10 October: Met with Professor Frank Coton and senior colleagues in Economics
- 1 November: Meeting with ASBS School Executive to discuss future academic strategy of the Business School
- 20 November: Catch up meeting with Catherine Smith and Kezia Dugdale regarding the John Smith Centre for Public Service

### **Internationalisation Activities**

- 25-29 September: I attended the Times Higher Education World Academic Summit in Sydney and spoke on the topic of creating successful international partnerships. I also had the opportunity to speak to the UofG contribution to the UN SDGs at a partner summit held by our strategic partner, the University of Sydney. I addressed a session with Russell Group members and the equivalent Group of Eight Australian Universities (which culminated in the signing of a formal agreement to increase two-way research collaboration), and spoke on the theme of 'University leadership in an age of distrust' at a THE Presidents' Forum event. There was also an opportunity to engage with the research and innovation dimension of AUKUS (the trilateral Australia, UK and US security partnership).

- 3 October: Recorded a video message congratulating and welcoming Universitas Gadjah Mada (Indonesia) on becoming a member of Universitas 21
- 17 October: Meeting with the Consul General of Portugal, Duarte Bué Alves, engaging with academic colleagues in the School of Modern Languages and Cultures
- 23 October: World Changing Glasgow Conversations panel event on the topic of the future of internationalisation and the impact of geopolitics on international collaboration. This online event was organised by our External Relations team. I joined the panel alongside HE leaders from the University of Sydney, University of Lund, Universitas Gadjah Mada (Indonesia) and Princess Nourah Bint Abdulrahman University (Saudi Arabia).
- 25 October: Hosted a visit from the Rector of the University of Madrid, with Rachel Sandison
- 26-30 October: Speaking engagements at the International Finance Forum Conference, Guangzhou

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

#### **USS Meetings**

- 31 October: USS Investment Committee Valuation Workshop
- 19 October: USS Trustee Board Meeting
- 10 November: USS Trustee Board Meeting
- 20 November: USS JNC Meeting

#### **Media engagement**

- 6 October: Interview with The Business Report, an international media agency, to contribute to their Foreign Policy Scotland report

#### **Other external engagement**

- 3 October: Hosted Matt Western MP, Shadow Education minister on a visit to campus
- 5 October: Attended CBI breakfast roundtable discussion led by Brian McBride, CBI President
- 5 October: Attended the Glasgow Business Awards with Uzma Khan as guests of the Glasgow Chamber of Commerce
- 6 October: Independent Spinout Review Advisory Board Meeting – I was invited to join the advisory board for this review commissioned by HM Treasury and DSIT and led by Professor Irene Tracey (Vice-Chancellor, University of Oxford) and Dr Andrew Williamson (managing partner at Cambridge Innovation Capital)
- 9 October: Meeting with Scottish Government Director-General External Affairs & Strategy, Joe Griffin
- 10 October: Meeting with SFC and Glasgow Caledonian University, discussing potential collaborations between UofG and Caledonian
- 11 October: Royal Economic Society Away Day and Annual Committee Chairs Meeting, attending in my capacity as Chair of the Royal Economic Society Board of Trustees
- 12 October: Meeting with Scottish Government Minister Jamie Hepburn
- 16 October: Interview with consultant, contributing to stakeholder research regarding the perceived reputation of the University of Manchester



- 16 October: Meeting with Scottish Government Director-General Education & Justice Neil Rennick
- 17 October: Call with Professor Dame Jessica Corner, Executive Chair, Research England to discuss REF2028
- 18 October: Meeting with Peter Duthie, CEO of Scottish Events Campus, Jonathan Heastie, Director for All Energy and Uzma Khan, regarding potential opportunities for the University to collaborate with the city on a major energy conference
- 20 October: Visit from Scottish Government Director-General Economy Gregor Irwin
- 20 October: UUK Vice-Chancellors roundtable discussion on the Israel-Gaza conflict
- 30 October: I hosted a dinner with senior reps from the NHS, other University Principals and Professor Dame Anna Dominiczak as the Chief Scientist (Health) to mark the 50<sup>th</sup> anniversary of the Chief Scientist Office
- 31 October: Royal Economic Society Income Generation Working Group Meeting
- 31 October: Catch up call with senior colleagues at SFC
- 1 November: Meeting regarding University engagement with the Clyde Mission
- 6-7 November: Strategy Away Day with SMG to University of Birmingham, to discuss common challenges and opportunities to collaborate more closely.
- 8 November: I opened the inaugural Precision Medicine Living Lab Healthcare Innovation Conference held at the QEUH. My remarks focused on the opportunity to use the Living Lab to drive innovation to improve health outcomes, in collaboration with the NHS, industry and local communities.
- 9 November: With Rachel Sandison, I attended a roundtable meeting with the Executive Committee of the Cabinet Office, with attendees including Sir Alex Chisholm (Cabinet Office Permanent Secretary) to discuss continuing collaboration with UofG and other stakeholders in the city.
- 13-14 November: I led a strategy/development session for a group of mid-career UUK Vice Chancellors
- 15 November: Catch up with Michelle Mitchell, Chief Executive of CRUK
- 15 November: Royal Economic Society Trustee Board Meeting
- 16 November: Royal College of Physicians and Surgeons of Glasgow, Health Inequalities Conference - charring session on Health Inequalities in the UK and Europe, past and present.
- 16 November: President's Dinner, Royal College of Physicians and Surgeons of Glasgow
- 17 November: Regular catch up call with Laurence Rockey, Director Scotland Office
- 20 November: Speaking on a panel at the major international Going Global conference, held in Edinburgh. The session was on the topic of national innovation policies and their impact on international partnerships in HE.
- 21 November: Chaired Glasgow Health Sciences Partnership Oversight Board (UofG and NHS Greater Glasgow and Clyde).
- 21 November: Launch event for the independent review of University spinouts, held at UCL.

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

- 9 October: Internal League Table Action Group Meeting
- 9 October: Kick off meeting of Strategic Planning and Budgeting Round

- 10 October: SDG Impact Rankings – Internal Oversight Group
- 10 October: General Council Business Committee Meeting
- 12 October: Regular catch-up meeting with SRC Executive
- 16 October: Introductory meeting with Paul Bradley, newly appointed Head of Government Relations in my office
- 18 October: Introductory meeting with Liam Middleton, Deputy Director Economic Development in Uzma Khan's team
- 20 October: Government Relations Sub Group of SMG
- 23 October: Meeting with Peter Jackson, update on the activities of the Scottish Council on Global Affairs
- 24 October: Vigil for Peace in Israel and Gaza, held in the Memorial Chapel
- 24 October: Visit to the new Adam Smith Building/PGT Hub - Senior Management Group, Head of Adam Smith Business School and Estates Directorate Leadership
- 31 October: I chaired the University's Senior Leaders Forum - Budget Update
- 1 November: Court Effectiveness Review: meeting with Veena O'Halloran
- 2-3 November: Travel to New York – Development and Alumni Meetings. I hosted a Celebration of Philanthropy dinner with Nobel Laureate and UofG alumnus, Sir David MacMillan
- 9 November: Regular catch-up meeting with the SRC Executive
- 10 November: Court Induction Day
- 10 November: I addressed a meeting of the Campaign Leadership Board, thanking members for their sustained engagement and support of the University. This was the final meeting of our Campaign Leadership Board, as our flagship fundraising campaign has drawn to a close with a total of £125M raised in philanthropic funds for the campus development, scholarships, Chairs and research initiatives and other University projects.
- 12 November: University Remembrance Sunday Service

## **7. Senior Management Group business**

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

### ***SMG Meeting of 2 October***

- XPRIZE Launch
- Internationalisation: Principal's visit to University of Sydney and THE World Academic Summit
- Report of the Partnership Review of Edinburgh Theological Seminary
- SFC Case Studies: Outcome Agreement Cycle 2023-24
- Trusted Research

### ***SMG Meeting of 9 October***

- Integrated Planning and Budgeting Round – kick-off meeting
- University of Birmingham Strategy Visit
- Scottish Health and Biomedical Research Institute (SHBI) - Strategic Project

- UCU and UUK Joint Statement on pensions

***SMG Meeting of 16 October***

- Future People & OD Target Operating Model
- HM Treasury/DSIT Independent Review of University Spinouts

***SMG Meeting of 24 October***

- PGT & UG Early Registration Data
- Glasgow City Region Investment Zone

***SMG Meeting of 30 October***

- Academic Promotion
- Commentary on Reports and Financial Statements
- REF2028
- International Finance Forum – Principal’s attendance

***SMG Meeting of 13 November***

- Collaboration Proposal Scottish Universities Environment Research Centre (SUERC)- Atomic Weapons Establishment (AWE)
- GBV Communications and Campaign

**Court Context Card 22 November 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 Sept 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 Middle East Conflict</b> The University of Glasgow views with deep sadness the unfolding events in Israel and Palestine since the horrific attacks on 7 October. We have called for the immediate release of all hostages and a humanitarian ceasefire so that aid can reach those suffering.</p> <p><b>A2 Gender Based Violence and Sexual Harrassment</b> We will be launching the first phase of our 'Together Against Gender-Based Violence' campaign to coincide with the UN's 16 Days of Activism against Gender Based Violence (25 November – 10 December). Our campaign aims to raise awareness about GBV and highlight support and resources to our community.</p> <p><b>A3 Reinforced Autoclaved Aerated Concrete (RAAC)</b> A review has been completed and a summary report on approach, action and mitigation has been prepared and shared with the Estates Committee.</p> <p><b>B1 Court Effectiveness Review</b> The Court effectiveness review is being overseen by the Court Governance Review (CGR) working group with input from the external independent facilitator, Dr Veena O'Halloran. Details of the process are outlined In <b>Annex 1</b></p> <p><b>B2 Organisational Change</b> Court is <b>asked to approve</b> the rebranding of Health, Safety and Wellbeing and the formation a new department Legal and Governance.</p> <p><b>B3 New and continuing Court members and Sub Committees</b> The paper provides an update on Court and Sub committee appointments.</p> <p>Information on the Pay and Pensions - Industrial action and Executive Director appointments are 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 organistational changes.</b>
<b>Recommendation to Court</b>	To <b>approve</b> the appointment of the rebranding Health, Safety & Wellbeing to University Safety & Resilience and the formation of a new department - Legal and Governance
<b>Relevant Strategic Plan workstream</b>	Empowering People, Agility, Focus
<b>Most relevant Primary KPI it will help the university to</b>	NA
<b>Most relevant Secondary KPI it will help the university to</b>	NA
<b>Risk register - university level</b>	
<b>Demographics</b>	
<b>% of University</b>	100% Cross University application on several items
<b>Operating stats</b>	
<b>% of</b>	
<b>Campus</b>	All locations
<b>External bodies</b>	UK and Scottish Governments; EU; Public health authorities;
<b>Conflict areas</b>	
<b>Other universities that have done something similar</b>	

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 22 November 2023**

**Report from the University Secretary**

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

### *A.1 Middle East Conflict*

The University of Glasgow views with deep sadness the unfolding events in Israel and Palestine since the horrific attacks on 7 October. We have called for the immediate release of all hostages and a humanitarian ceasefire so that aid can reach those suffering.

Colleagues and students have been invited to support the British Red Cross Appeal Fund. This appeal supports the work on the ground of the International Committee of the Red Cross (ICRC), Magen David Adom (MDA) and the Palestine Red Crescent Society (PRCS), whose staff have been responding to the emergency.

We continue to liaise with affected groups in the University community and to offer guidance and support to anyone who needs it.

### *A.2 Gender Based Violence & Sexual Harassment*

We will be launching the first phase of our 'Together Against Gender-Based Violence' campaign to coincide with the UN's 16 Days of Activism against Gender Based Violence (25 November – 10 December). Our campaign aims to raise awareness about GBV and highlight support and resources to our community.

Phase one of the campaign will include hosting a number of student-led activities and events, which the whole University community are welcome to join, including a vigil and taking part in a "Fight for the Night" march, banners and flyers across our campuses as well as an art installation by Glasgow artist Molly Hankinson. The art installation will be on the ground floor of the James McCune Smith Learning Hub.

### *A.3 RAAC*

A review has been completed and a summary report on approach, action and mitigation has been prepared and shared with the Estates Committee. There were four examples of RAAC across all properties – all are considered low risk following the mitigation actions which are being enacted.

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

### *B.1 Court Effectiveness Review – Autumn 2023*

The Court effectiveness review is being overseen by the Court Governance Review (CGR) working group with input from the external independent facilitator, Dr Veena O'Halloran.

The review is being conducted through a consideration of governance documentation and structural arrangements, a consultation with members of Court, and meetings with the

University Executive and other interested parties. Details of the process are outlined in **Annex 1** and a final report identifying any recommendations for enhancement to current arrangements and/or opportunities for further enhancement will be presented to the CGR working group in draft form in December and subsequently to Court on 14 February 2024.

## B.2 *Organisational Changes*

The following proposals have been put forward for Court approval:

- Health, Safety & Wellbeing to be rebranded as University Safety & Resilience. The change in name better reflects the inclusion of Business Continuity within the service's area of activity and the University-wide role of the service.
- The formation of a new department bringing together Student Conduct, Student Complaints, Legal and Court office to be called Legal and Governance.

Court is **asked to approve** these changes.

## B.3 *New and continuing Court members and Sub Committees*

Pablo Moran Ruiz began his term on Court on 1 November 2023 as SRC Assessor, for one year.

Interviews for replacement members of Estates committee have taken place with one further interview to take place in December 2023.

Court is asked to note the appointment.

## B.4 *Appointments*

We are currently taking steps to fill three key vacancies in University Services – the Executive Director (Student & Academic Services), Executive Director (Estates), and Executive Director (Commercial Services). The first two roles have been advertised and the third will go out to market in December or January.

## B.5 *Pay and Pensions – industrial action*

The University and College Union (UCU) recently held a ballot calling for further strike action. On 6 November 2023 UCU announced that the ballot failed to meet the necessary threshold for a mandate to hold strike action.

The USS pension scheme has undergone a statutory valuation. The results of the valuation indicate that the scheme is now in surplus. Consequently, there are now proposals to make changes to the scheme, primarily to amend the benefit structure to what it was pre-1 April 2022 and to reduce both member and employer contributions. These changes are proposed to come into force on 1 April 2024, subject to consultations and final recommendations.

## B.6 *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 2**.

## **University of Glasgow**

### **Externally Facilitated Court Effectiveness Review 2023**

The effectiveness review is being overseen by the **Court Governance Review (CGR) working group** with input from the external independent facilitator.

The external facilitator is carrying out their review through a combination of review of governance documentation and structural arrangements, consultation with members of Court, meetings with the University Executive and with the secretariate to the Court. Details of the process are outlined below and a final report identifying any recommendations for enhancement to current arrangements and/or opportunities for further enhancement will be presented to the CGR working group on (TBC) and subsequently to Court on 14 February 2024.

Review Process:

#### **i. Review of governance documentation and structural arrangements:**

- Governance Structure, arrangements and operation.
- Court documentation and committee papers for recent session(s).
- Actions taken in response to the previous effectiveness review – Appendix 1.
- Arrangements for assurance of compliance with statutory instruments and the Scottish Code of Good HE Governance 2023.

#### **ii. Consultation with members of Court and the University Leadership**

- Undertaking a questionnaire survey of Court members – Appendix 2 (Survey questions will be aligned with the review themes agreed by the CGR working group – Key themes are in Appendix 3).
- Meetings with members of Court in defined groups (Appendix 4).
- Meetings with the Convener of Court; Elected Convener of Court; Principal; Secretary; and Court secretariate.
- Attendance at Court and Committees of Court.

#### **iii. Reviewer's reflection and observations on the views of individuals and those expressed in response to the survey, plus observations by the University Secretary/Clerk to Court.**

- Additional relevant themes or lines of enquiry will be pursued.

#### **iv. Identification of any recommendation and areas for enhancements**

- Recommendation for enhancements of what is currently in place, and/or through consideration of new or different approaches.

#### **v. Final Report**

- Draft final report to be discussed with Court Governance Review Working Group.

## Court Effectiveness Review 2018 – Actions taken

## Appendix 1

Area	Recommendations	Action taken
<b>Are the distinction between governance and management and the need for constructive challenge by the governing body understood and accepted by Court and Senior Management Group, with appropriate and effective outcomes?</b>	Review the amount of information presented to Court and its sub-committees; ensure that the information is presented so that discussion focuses on the high-level issues and key decisions each body is required to make.	<i>Ongoing – work has been done to refine the papers to Court but work is still required in this area.</i>
<b>Does the Court meet its responsibilities for overseeing the development of strategy and monitoring the University's performance?</b>	Consider the timing of reporting to Court on institutional KPIs	<i>Completed – Court given annual updates on the institutional KPI's.</i>
	Review the relationship between institutional KPIs and the risk register to ensure that the information presented to Court is integrated and holistic	<i>Completed – following the introduction of the new Risk Register the information is presented in a more integrated and holistic manner.</i>
	Further refine the format and lay-out of the University risk register	<i>Completed – a new Risk Register has been created and is full embedded at both SMG and College Level.</i>
<b>Is the Committee structure effective and appropriate?</b>	Nominations Committee to meet formally at least once a year.	<i>Completed – Nominations Committee regularly meets and provides update to Court</i>
	Reinstate annual report from Health, Safety & Welfare Committee.	<i>Completed - Health, Safety and Welfare Committee is a sub-Committee of Court and gives regular updates including an annual report.</i>
<b>Are the main Committees of Court effective in overseeing specific aspects of business (for example, the campus development programme</b>	World-Class Glasgow Board to appoint external lay member; effective reporting relationship to be established between Finance Committee, HR Committee, and the Board	<i>Completed – in Sept 2022 a new corporate structure was implemented which superseded this recommendation</i>

and the transformation programme) and in providing advice to Court?	HR Committee to advise Court on changes to remit and <i>modus operandi</i> of Organisational Change Governance Group	<i>Completed – the Organisational Change Governance Group reports to Court in a regular basis and the remit is reviewed in an annual basis.</i>
	HR Committee to keep watching brief on organizational change proposals via the Organisational Change Governance Group	<i>Completed – the Organisational Change Governance Group reports to Court in a regular basis and any changes are reported to Court for noting or approval as required.</i>
Does Court have sufficient opportunity to discuss and debate major issues?	Identify major items separately and place them early on the Court agenda	<i>Completed – major items are placed at the start of the Agenda to ensure sufficient discussion.</i>
	Continue to ensure that everyone has an opportunity to speak if they wish to	<i>Completed – the annual review of the Convener of Court ensures that all members are able to raise concerns which can be addressed if required.</i>
	Ensure that papers are well written and that verbal introductions and cover sheets indicate clearly what is expected of Court	<i>Ongoing – as above work is still ongoing to ensure that all papers are clear, concise and that cover sheets are clear.</i>
Does Court make effective use of the informal lunchtime presentations slot?	The current balance of presentations and question and answer sessions over lunch should be continued.	<i>Completed – there is a balance of presentations between strategic issues and College/ University Service updates.</i>
	Care should be taken to distinguish informal briefings from formal presentation of papers and consideration of issues at formal Court meetings.	<i>Completed – although the presentations are acknowledged in the minutes, the Convener is clear that no formal decisions will be made at the informal part of the meeting.</i>
What improvements if any could be made to the induction process and to the way serving members of Court are kept informed about the	The University Secretary should review the different aspects of the induction programme and address any perceived gaps in current provision	<i>Ongoing – work has been done to refine the induction of Court members but further work is required.</i>



<b>business of the University outwith formal meetings?</b>	Members should be encouraged to seek additional information or meetings as required	<i>Completed – during the induction members are invited to seek out additional as required. Sharepoint also holds all past papers which members can be directed to by the Court Office.</i>
	The Court Office should ensure that Court members are invited to functions and events	<i>Completed – the Court Office regularly sends out invites to key functions and events to members.</i>
<b>In general, does the Court offer ‘value added’ to the University – for example by ensuring effective decision making, balancing ambition and risk, and protecting the reputation and standing of the University?</b>	Reflect further on the University’s appetite for risk across the span of University activities	<i>Completed – the Risk Register is discussed and approved on annual basis at the September meeting. Court and Audit and Risk Committee members are invited to attend a workshop with SMG on an annual basis.</i>
	Take care to focus Court’s attention on major issues	<i>Completed – meetings take place with the Convener and Chairs of Committees to ensure that the focus for Court meetings is relevant.</i>
	Continue to use informal sessions to inform Court members on the University’s position in the market and related matters.	<i>Completed – there is a balance of presentations between strategic issues and College/ University Service updates.</i>
<b>Is the interaction between Senate, Court and senior management effective and appropriate?</b>	As already agreed, Clerk of Senate to attend future meetings of Court	<i>Completed – Clerk of Senate is invited to all Court meetings and provides a written report on Senate business for Court meetings.</i>
<b>Is the interaction between Court and the staff and student communities effective and appropriate?</b>	In discussion with the Clerk of Senate, SRC President and other student leaders, the University Secretary should give further consideration to ways in which Court members can keep in touch informally with the staff and student communities on campus.	<i>Ongoing – a Student Experience Committee has been established. This is a joint Committee with Senate and Court. There are members of Court on this Committee. More work is required to ensure that staff and student communities are kept informed about Court.</i>

<b>Are the staff and student voices heard clearly at Court?</b>	The Convener should continue to solicit the views of staff and student representatives and ensure that their voice is heard in meetings	<i>Completed – as part of the annual appraisal court members are able to provide feedback on this area if they feel that their voices are not being heard.</i>
	The University Secretary should continuously monitor the induction, including 'handbook' documentation, that is offered to new members, particularly student representatives	<i>Ongoing – work has been done to refine the induction of Court members but further work is required.</i>
	Consideration should be given to introducing a mentoring/buddying system for new members	<i>It was decided that this would not be taken forward.</i>
	The University should finalise and implement the requirements from the Court / Senate governance group to ensure compliance with the 2016 Act.	<i>Completed – following the election of the Convener of Court from July 2024 the 2016 Act has been fully implemented.</i>
<b>Are there any areas of expertise which are missing in the current lay member complement?</b>	Continue to maintain a skills matrix and use the Nominations Committee to reflect on the skills and experience mix.	<i>Ongoing – all Court members are asked to complete the Skills matrix and it is reviewed by the Nominations Committee as required.</i>
	Continue to consider external co-option to committees as a way of attracting new expertise	<i>Completed – most sub-committees of Court have external lay members as members.</i>
<b>Is there sufficient diversity in the lay member complement?</b>	Develop a systematic approach to improving ethnic diversity in the membership of Cour	<i>Ongoing – work has been done to diversify Court members ethnicity and work will continue in this area.</i>
	Take active steps to improve the age diversity of Court members	<i>Ongoing – work has been done to diversify the age of Court members and work will continue in this area.</i>

<b>What improvements if any could be made to the:</b> <b>a) preparation of papers and data for Court?</b> <b>b) presentations made to Court?</b> <b>c) way meetings of Court are run?</b>	Issue clear instructions to those preparing and presenting papers regarding the need for clarity, concision, the avoidance of duplication and the value of data visualisation	<i>Ongoing – work has been done to refine the papers to Court but work is still required in this area.</i>
	Where papers are to be used in multiple fora, including management groups and committees/Court, papers' authors should be encouraged to plan the text accordingly so that key areas for focus and decision by committees and/or Court are clearly identified	<i>Ongoing – work has been done to refine the papers to Court but work is still required in this area.</i>
	Seek to avoid duplication across papers and agenda items	<i>Ongoing – work has been done to refine the papers to Court but work is still required in this area.</i>
	Consider introducing an 'e-reading room' for background reading that is not essential for Court and/or committee decision making	<i>Completed – the introduction of Sharepoint allows papers to be split into essential reading and those for further information.</i>
	Continue to evolve the format of meetings in response to feedback from members	<i>Completed – all Court members are encouraged at the end of each Court meeting to email the Court Office with feedback and this is action as required before the next meeting.</i>

## Effectiveness Review 2023 Survey

Most closed questions (unless specified otherwise) are on a 'agree or disagree 7pt Likert scale. Open questions highlighted in yellow.

The majority of questions are preceded with the statement "to what extent do you agree or disagree" unless clarified otherwise

### Roles and responsibilities

- Members of Court are aware of their role as trustees of the University and the different responsibilities of the executive and non-executive members
- Mechanisms are in place to enable Court to be assured as to the University's financial resilience and overall sustainability
- Mechanisms are in place to allow Court to be assured that the organisation has effective processes in place to enable the management of risk
- Court is well informed about likely changes in the external environment and any major implications for governance that may result?
- Court understands what is material to each stakeholder group in the context of its strategy
- Court displays the values, personal qualities and commitment necessary for the effective stewardship of the University.
- The role of Court in providing constructive challenge is:
  - ☐ Understood and accepted by both members and the executive
  - ☐ Undertaken effectively
- Court has a positive overall impact on the University's:
  - ☐ Performance
  - ☐ Resilience
  - ☐ Reputation
- Do you have any comments on Court's roles and responsibilities?

### Committee Structure/ Chairs

- Roles, responsibilities and accountabilities of Court and its committees are well understood
- The respective responsibilities and relative accountabilities of the Court and Senate are appropriate, clearly defined and mutually understood
- The committee structure and associated accountabilities are clear, understood, fit for purpose, and support governance effectiveness
- Court has the right procedures in place to identify cross cutting/intersecting themes/issues
- Do you have any comments on the committee structure?

### Composition and Membership of Court

- Court is well equipped to support the organisation's long-term strategic plans?
- Court members' skills and experience are effectively utilised in making decisions and are adding value to the organisation?
- Court demonstrates an understanding of and commitment to the University's vision, ethos and culture
- Recruitment practices to fill Court vacancies are effective, transparent and enable a diverse pool of candidates to be appointed
- Effective reviews of Court members' individual contributions are conducted periodically
- Considering diversity and inclusion, the membership of Court is reflective of staff, student and stakeholder groups
- There is a quality induction programme in place for Court members and a culture of ongoing governance training and development.

- The succession planning for Court membership is effectively managed
- Court demonstrate a comprehensive understanding of EDI issues and their significance within the university context?

**Do you have any comments on the composition of Court or the membership?**

**How Court operates / Good use of time**

- Court balances its time effectively in reviewing the organisation's performance (looking back) alongside considering its strategic direction (looking forwards)
- There are effective arrangements for staff and student members to contribute to Court discussions
- Discussions at and decisions made by the Court are informed and challenged by different perspectives and ideas
- Court receives clear and prompt information it needs to be fully informed about its legal and regulatory responsibilities.
- The role and work of Court is communicated to and understood by key internal stakeholders especially staff and students
- Court communicates transparently and effectively with staff and students
- Court receives clear and concise:
  - ☐ papers and data
  - ☐ presentations
  - ☐ Committee reports

- **Do you have any comments on how Court operates?**

**Do you have any additional comments you'd like to make?**



**Themes from original list of questions****Roles and responsibilities – Court and Senior management**

- Are the distinction between governance and management and the need for constructive challenge by the governing body understood and accepted by Court and Senior Management Group, with appropriate and effective outcomes
- What improvements if any could be made to the induction process and to the way serving members of Court are kept informed about the business of the University outwith the formal meetings?
- Does Court have sufficient understanding of EDI issues

**Committee Structure/ Chairs**

- Is the Committee structure effective and appropriate?
- Are the main Committees of Court effective in overseeing specific aspects of business (for example, the campus development programme and the transformation programme) and in providing advice to Court?
- Is the interaction between Senate, Court and senior management effective and appropriate?

**Composition and Membership of Court**

- Does the Court meet its responsibilities for overseeing the development of strategy and monitoring the University's performance?
- Should members who are elected onto Court be automatically renewed for a further term?
- Are there any areas of expertise which are missing in the current lay member complement?
- Is there sufficient diversity in the lay member complement
- How well does the transition process for the appointments of Conveners/Principal work? Anything that we should be doing?

**How Court operates / Good use of time**

- Does Court have sufficient opportunity to discuss and debate major issues?
- Does Court make effective use of the informal lunchtime presentations slot?
- In general, does the Court offer 'value added' to the University – for example by ensuring effective decision making, balancing ambition and risk, and protecting the reputation and standing of the University?
- Is the interaction between Court and the staff and student communities effective and appropriate?
- Are the staff and student voices heard clearly at Court?
- What improvements if any could be made to the:
  - a) preparation of papers and data for Court?
  - b) way meetings of Court are run?
  - c) presentations made to Court?
  - d) way Committees report to Court?
- In general does Court have a good understanding of the culture and behaviours of the University?

**What works well/ could be improved/additional comments**

- Does Court have the right procedures in place to identify cross cutting/intersecting themes/issues? Delegation of authority
- Does Court review Court members in an effective manner – self appraisal/self reflection?
- Are there any areas that Court has missed?

**Working group meetings**

Overview talk with external reviewer	25 October 2023 – 4pm
Final report	TBC

**Committee Meetings**

Estates Committee/ P&OD Committee	Wednesday 25 October 2023 - 0900-1300
Audit & Risk Committee	Wednesday 1 November - 1200-1600
Information Policy & Strategy Committee	Friday 3 November - 1300-1500 (Online)
Finance Committee	Wednesday 8 November 2023 - 1400-1630
Remuneration Committee	Thursday 16 November 2023 – 1300-1500
Student Experience Committee	Monday 20 November –1400-1630
Court meeting	Wednesday 22 November -1200-1700

**Key Meetings**

Rector	1 November at 1000 hours
Principal	1 November at 1100 hours
Christine Barr	8 November at 1000-1030 hours (on Zoom) (VPSuite Meeting room 3)
Convener of Court – Elect	8 November at 1030-1130 hours (VPSuite Meeting room 3)
Convener of Court	22 November at 0900-1000 hours (PMR)
University Secretary	22 November at 1100-1200 hours (David's Office)

**Members of Court -**

Lay	22 November at 1000-1100 hours (PMR)
Staff - Elected and Trade Union	8 November at 1130-1230 hours (PMR)
Student	TBC
Chris Kennedy	16 November 2023 – 1600-1700 (online)

**Convener of Court**

**Summary of Business – 27 September 2023 to 22 November 2023**

Date	Meeting	Location
16 October 2023	Catch up with The Principal	Phone call
17 October 2023	Committee of Scottish Chairs	Edinburgh
25 October 2023	Pre Court-Officers Meeting	Virtual
	Court Effectiveness Review Working Group	Virtual
8 November 2023	Finance Committee	Virtual
9 November 2023	Catch up with Kerry Christie	Phone Call
10 November 2023	Court Induction	Virtual
	Campaign Leadership Board November meeting	Virtual
15 November 2023	CUC Autumn Plenary - Lifelong Learning (+Dinner)	London
16 November 2023	Catch up with The Principal	Glasgow
	Remuneration Committee	Glasgow
17 November 2023	Catch up with Gregor Caldow	Call

## **University of Glasgow**

**Court: 22 November 2023**

### **Report of the meeting of Student Experience Committee held on 25 September 2023**

**Dr David Duncan and Ms Hailie Pentleton-Owens, Co-Conveners**

#### **1. Update on Student Numbers 2023-24**

The Committee received a paper detailing PGT and UG Admissions Forecast and Early Registration Data as at 15 September 2023 (-14 days from latest arrival date).

Targets for recruitment of home students were likely to be met in all groups, but there was currently an undershoot of 1500-2000 for international PGT students. The Convener reported that SMG was working through the possible reasons for this change which could be related to market conditions or to the way the University had handled offers in this recruitment round. The change could be pinpointed to a drop in the 'offer to enrol' conversion rates from 15% to 12%.

The Committee discussed the effect of individual institutional strategies which meant that market changes would not necessarily result in the same effects across the sector. There was some reassurance from the suggestion that if the University's actions had influenced the extent of the shortfall, it would be within the University's control to make adjustments for next year.

The Convener referred to the successful campaign by the SRC for SMG to place a cap on student numbers. SRC representatives confirmed that their position remained in support of zero growth.

#### **2. Update on communications and campaign plans on Gender Based Violence**

The Committee received a presentation summarising the current university communications project on Gender-Based Violence (GBV). To date:

- A review of website content had been completed
- A strategy for joint working was in place
- A number of student-led campaigns were underway – zero tolerance, ask for Angela, Beyond Equality
- SRC had appointed a part-time GBV Counsellor, working from the Advice Centre

Phase 1 of the project had included messages as part of student onboarding and welcome information. It was hoped that this would serve as an early demonstration to new students of the University's values and raise awareness of resources available. Phase 2 communications would begin on 25 November to coincide with the "16 Days of Activism" campaign. Creative development of resources for this campaign was in progress with consultation of student focus groups underway.

Members noted that, due to the turnover of students, communication on this issue would be an ongoing project.

Members noted that the campaign was focused on students but that staff should also be aware that it is happening. They should be prepared to deal with disclosures and be ready to signpost and support. Jane Weir highlighted existing advice for staff on this topic that had been circulated by the previous Clerk of Senate. It was agreed that the advice for staff should be recirculated.

Guidance for staff - <https://www.gla.ac.uk/myglasgow/sexual-violence-harassment-support/staff/>

What to do if you receive a report from a student - <https://www.gla.ac.uk/myglasgow/sexual-violence-harassment-support/staff/guidance-on-receiving-a-report/from-a-student/> (there is an equivalent guide for reports from staff at the link above)

In response to a query, the Convener provided an update on the University's progress towards meeting the recommendations of the Ross Report. He reported that additional posts were in recruitment and that individuals would take up post shortly. Ms Weir also reported that additional staff had been recruited in Student Wellbeing and Inclusion. A Safeguarding Team would be fully staffed by the end of October and would work closely with Student Conduct and Complaints Resolution Teams to follow up on reports submitted through the reporting portal. Meantime, external support had been put in place to deal with the backlog of cases and the Equality & Diversity Unit had devised a protocol to address the relationship between staff and student processes.

### **3. Reviewing/updating student support policies**

#### *5.1 Update on reviews undertaken in 2022-23*

##### **a) Accessible & Inclusive Learning Policy**

Revisions to the Accessible and Inclusive Learning Policy (AILP) were approved by Senate in February 2023. A number of recommendations had been identified to ensure the effectiveness of the policy, including improvements to processes for checking that new and existing courses were adopting the policy. Progress was being monitored by the University Learning & Teaching Committee.

##### **b) Student Carers Policy**

Thomas Killeen (on behalf of Hailie Pentleton-Owens), reported that a consultation on the Student Carers Policy had been undertaken. Analysis of 690 responses to a survey indicated that additional support was required by student carers. Principally, the emphasis of ownership should be shifted from the student requesting support to the University responding proactively to disclosure of carer status. A number of specific recommendations were made in relation to the policy. These included:

- Identification of main contacts
- Annual check-ins and review of Carers Plan
- Information packs



- Addressing the need to make multiple applications for Good Cause

The Committee noted the report of the consultation and agreed that work should begin to implement the recommendations as soon as possible.

#### *5.2 Reviews for 2023-24*

The Committee reviewed the schedule for review of student related policies. It was agreed that work this year should focus on the implementation of an updated Student Carers Policy and a review of the Fitness to Study Policy (FtS). This reflected SECs original view that FtS be reviewed early in the cycle and aligned well with current work on the Student Wellbeing Framework Review recommendations and suspension of studies.

### **4. Student Experience Strategy**

The Convener spoke to an update provided by Jonathan Jones on progress with the Student Experience Strategy. The update included information on the prioritisation of projects taking account of need and where progress could be easily achieved. A bid process had been established to ensure proper governance and a number of projects had now been approved.

### **5. Cost of Living Action Group**

Jane Weir, Director of Student Support & Wellbeing, reported that the operation of the Cost of Living Action Group had been reviewed. It had been agreed that the group would take a strategic approach to mitigations of the rising cost of living. The membership would also be expanded to include the University Head of Finance and the Executive Director of Commercial Services. The next meeting of the group would take place on 27 September. Future meetings would be scheduled to facilitate timely reporting to SEC.

Ms Weir provided SEC with the minutes of the most recent meeting of the Group. She highlighted the findings of a gap analysis which showed that many students would continue to struggle to balance income and costs even after receiving financial aid. The group had appointed an intern to undertake further research to help understand how the situation varied for different groups of students and to help determine priorities for future investment or interventions.

Tony Anderson, SRC Vice President Student Support, raised the issue of part-time students who could not access financial aid due to the impact it would have on their benefits. Ms Weir acknowledged this was a very important group to consider and confirmed they would be included in the research work. However, the Committee agreed that there was some urgency as the new session was underway and it was agreed that the Group would discuss possible assistance for this group at its forthcoming meeting.

### **6. Update on Glasgow College UESTC, Hainan Campus**

The Committee welcomed Emma O'Donnell, Senior TNE Strategy, Policy & Governance Manager, to provide an update on developments at the Glasgow College UESTC<sup>1</sup>, Hainan Campus. Following a summary of the partnership arrangement, it was noted that the first cohort of students had been due to arrive at the campus in September 2022 but this was delayed to December 2022 due to slow progress of campus development. It was noted that a visit to China by SRC representatives was planned. The visit would include time at the

new campus in Hainan with a view to ensuring that student experience met with the SRC and University expectations.

## **7. Welcome Week**

Ross Whip reported that Welcome Week had been a great success with 15k students taking part. All events had been free and well attended to the extent that there had been capacity issues for some events. Venues would be reviewed for next year to avoid anyone being turned away. A full evaluation and report would be provided to SEC at its next meeting.

Representatives from the other student bodies also reported successful welcome/freshers week activities.

## **8. Accommodation – Update**

The Committee discussed student accommodation. It was noted that it seemed unlikely that there would be a repeat of last year's crisis situation. With additional spaces and the drop in student numbers, it was expected that there would be c.600 empty rooms. Some consideration was being given to reintroducing the guarantee of student accommodation to particular groups for next year's intake. This required careful calculation as there was a serious reputational risk if numbers increased and guarantees could not be honoured.

Members noted that student accommodation rents had increased by 9.5% in the last year and asked if the financial impact of empty rooms would lead to further increases. The Convener reported that rents had increased every year by less than inflation for the last six years. Increases were reinvested in refurbishment which was necessary to maintain the properties. He recognised that any increases had to be balanced with affordability for students.

Court Context Card 22 November 2023 - Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (25 October 2023)
Topic last discussed at Court	Last report to Court was 27 September 2023
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convener), Mr C Kennedy, Prof K McCue, Prof S Kennedy
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
	<p>At the most recent meeting on 25 October, the Estates Committee discussed:</p> <ul style="list-style-type: none"> <li>- the implementation of the new reactive and planned maintenance contract. Significant challenges remain but high-level discussions with the contractor continue and a remedial plan is in place. The Committee will continue to monitor this closely</li> <li>- progress in implementing sustainability measures on the estate, with a presentation from the newly appointed Director of Sustainability</li> <li>- work underway in response to the use of Reinforced Autoclaved Aerated Concrete (RAAC) on the University estate. The Estates Directorate had responded rapidly to emerging concerns and adopted an appropriate risk averse approach. There were 4 sites where RAAC was found, each with low risk and limited impact. The issue will now be progressed through close monitoring and remedial projects.</li> </ul> <p>The Committee also:</p> <ul style="list-style-type: none"> <li>- received a further 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 a progress report on the commissioning and continuing residual works on the new Adam Smith building</li> <li>- considered a report on health and safety compliance and the Estates risk register. The top risk remains the availability of teaching space, with work continuing on future space planning.</li> </ul> <p>Work on scenario planning is underway to support the joint Finance Committee/Estates Committee meeting on the future capital programme on 24 January.</p> <p>This was the final meeting of long-standing lay members Alan Seaborne and Doug Smith, as well as academic member Professor Kirsteen McCue. The Committee is very grateful for their commitment and invaluable contribution during their tenure.</p>
Paper Summary	
Topics to be discussed	
Action from Court	
Recommendation to Court	
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 146, Clarice Pears Building**  
**Wednesday 25 October 2023**

**Present:** Mr S Hoggan (Convenor), Mr P Haggarty, Mr G Caldow, Mr D Duncan (part), Mr C Kennedy, Professor S Kennedy (part), Professor K McCue (part), Mr A Seabourne, Mr D Smith

**In Attendance:** Ms N Cameron, Mr D Hall, Mr D Harty, Mrs M Hipkin, Mrs L Shaw, Dr R Yarr, Mrs K Biggins (Clerk)

**EC/2023/56 Apologies**

Mr Hoggan welcomed all and noted apologies received from Professor Muscatelli, Mr A Griffin, Mrs L Hanna, Miss Pentleton-Owens and Mr B Morton.

**EC/2023/57 Declaration of Interests**

Mr Smith declared an interest in relation to CBRE contract discussions.

**EC/2023/58 Minute of the meeting held on 29 August 2023**

The Committee approved the minute as an accurate record.

Mr Smith noted he had not been present during the CBRE discussions.

**EC/2023/58 (a) Action Tracker**

27 Updated CBRE performance report to be brought to October's meeting. This forms part of the agenda. Closed

28 Comment in relation to Committee remit to be advised to Convenor and Clerk. This was shared with the Committee on 28 September. Closed

**EC/2023/59 Sustainability Team Update**

Dr Yarr presented the Sustainability presentation, with some key points being noted:

Dr Yarr continually monitors how environmental legislation impacts the University. Operational and utilisation improvements will allow us to reduce our carbon footprint and how we use and operate our buildings. A 'tactical approach' is required to decarbonise the Estate with an ambition to stop using gas, including installing solar heating panels to suitable roof spaces to generate revenue. Work will be undertaken with Glasgow City Council (GCC) and the City region, NHS, Scottish Water etc. to bring long term sustainable solutions.

The University annually reports its carbon footprint to the Scottish Government who in turn asks us what our reduction plans are. Following a question from the Committee in relation to other Universities' positions, Dr Yarr advised he is currently the Chair of SAUDE sustainability group and there is an understanding that we need to decarbonise and become 'climate ready'. The Committee noted that the plan has many interdependencies. Mr Caldow advised that the maintenance budget has a sustainability element built in. Dr Yarr advised that use of windfarms, solar and pv provides opportunities to pivot from gas and that these changes require to be embedded into the Sustainability Masterplan. Mr Haggarty noted there is wider opportunity across the City and others may not have access to unique opportunities that the University does, e.g. the River Kelvin, Cochno Estate and Scottish Water Pumping Works. Dr Yarr advised that Cochno may present opportunities due to the size of the Estate. Mr Haggarty noted that the DHS scheme met the original business case but would not stack up against carbon emissions targets of today. Dr Yarr noted that we are ahead of the pack but each University has different operating regimes. Dr Yarr advised that the gas piece is a large part of carbon neutral 2030. We are also working on an offsetting strategy and are members of many Government working groups.

In response to a question as to whether commuting costs are included in our footprint, Dr Yarr advised that a formula exists for this and is addressing what we currently capture. An embedded understanding of this is required across the University and an awareness piece needs to be built. Mr Smith noted that the journey to 2030 will not be straight and further legislation being published in 2024 which will impact this. We should be mindful that the Government may focus on those who do not have access to the resources that Glasgow does. Professor Kennedy queried when would be the right time to buy solar panels due to changing technologies. Dr Yarr advised that this would be now. Technology always moves on. Mr Hall noted that the new University insurers do not recommend installation of solar panels without mitigations in place.

## **EC/2023/60 Executive Director of Estates Report**

Mr Haggarty presented the report.

Since the last Committee in August 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. RAAC concrete surveys
4. Progressing the University Workspace Programme
5. Stabilising the new Reactive and Planned Maintenance contract with CBRE
6. Transfer of responsibilities to the new Interim Executive Director

Strategic master planning was at stage 2 and is being reviewed by HLM via Gleeds. We are working to support various Schools and College space requirements. The Church Street developments were approved to progress and a mini tender exercise has commenced to select a design team. Discussion in and around the Health Innovation Hub with Kadans is at final stages. Mr D Smith queried whether there have been changes to University legal obligations and Ms Cameron confirmed that the contract has not evolved during the delay.

Plot A, stage 3 – GCC discussions were underway. The University won the **RTPI** Award for our masterplan and infrastructure and has also been shortlisted for the National award and also shortlisted via the Building Awards for client of year and the ARC building for Project of the Year.

We are holding £600k retention due to number of defects for Infrastructure. An independent assessor has been appointed to assess the disruption claim on Infrastructure. Mr Haggarty clarified the compensation event and advised this is a contract administration reference. ASBS staff and students moved into the building on 28 August and teaching commenced on 18 September. There is clear evidence of additional Multiplex supply chain labour working around the building and grounds. Subcontractor issues around labour and materials have arisen and are ongoing. We have completed prequalification for the new construction framework and moved to ITT (invitation to tender) which is due to be returned before the end of this year and will be ready for launch during Spring 2024.

Church Street listed building discussions with GCC have identified key challenges around demolition of the Outpatients building which has 24 hour security due to its condition.





Asset works are progressing well. A logistics review is taking place. The Dante Fire and Security contract expires on 3<sup>rd</sup> December with an intention to transfer to CBRE.

The space management team are still actively engaged and are reviewing this year's timetabling whilst looking ahead to next year. Issues with students with specific needs have arisen and this is being escalated. The Workplace Futures programme is ongoing. There has been no requirement to use external teaching space. The Estates Comms team were shortlisted for a national comms award. The Estates summit and our Directorate Christmas event are taking place in December.

Mr Haggarty advised a number of vacancies have been filled but some remain vacant. Mr Duncan advised there remains areas to be settled with the Unions and he was meeting them today (25 October 2023).

Mr Haggarty advised we are undertaking due diligence around mechanical and electrical assets before the Berkeley Square lease is signed.

The new Biological Services building is at stage 1 and will be shared with the Committee in coming months; Mr Duncan noted the current plan is to build a new building at the former NHS pharmacy site with pathogen-free facilities and 24 hour security and campus operations centre. Mr Duncan advised the Gilmorehill site is easier for academics to readily access rather than using land at Garscube.

On Master Planning, Professor McCue noted the apparent missing opportunity for the College of Arts and Humanities to be part of new developments. Mr Haggarty advised this was raised by the Head of College yesterday (24 October) during a site walkround.

## **EC/2023/61 Safety & Compliance Report**

Mr Harty presented the report and noted:

The Senior Compliance adviser retires at the end of this year and the vacant post will be advertised in November. Mr Harty noted the contribution from Mrs McMaster during her time with the University.

There have been 16 DWB reports in period which highlighted trends in non-compliance i.e. site safety, general housekeeping, fire safety breaches and storage issues. All matters have been closed. There were no significant Estates or Contract incidents reported in the period. Four leadership inspections were conducted in the period. Clarks and Taylor and Fraser were selected for audits on standards and improvements. Seventeen general safety spot audits and 8 asbestos audits were conducted in August and September which have highlighted issues that can be summarised as:

- Fire safety breaches
- Compliance to RAMS and daily briefings
- Compliance to hot work permits
- Housekeeping standards below expected levels
- Elements of PPE compliance
- Up-to-date asbestos awareness training and refresher training.

We continue to manage this well.

The forthcoming Contractor Safety forum was taking place on Monday 30 October with the theme of "Back to Basics". Mr Hall noted we have changed Insurers recently and hot works will require a 4 hour watch period i.e. stop doing hot work at lunchtime, which will impact programs and require instructions to maintain watch outwith during working hours which will have a cost impact. We are enquiring with the insurers on their thinking around this. Mr Haggarty noted we were recently

contacted by Taylor & Fraser to rent a lecture theatre to launch their safety charter for the company, following our style of communications.

Professor Kennedy queried our confidence regarding a smooth handover from Dante and Mr Harty confirmed we have undertaken due diligence and received assurances.

Mr Smith noted that contractor data did not demonstrate historical data; Mr Harty said this will be included in future reports.

Mr Kennedy complimented the team's response to the issue with the alarm system on West Medical Building scaffold. Mr Kennedy queried whether there had been any other Contractor safety scaffolding incidents; Mr Harty advised roofing scaffolding is always on our radar. Statutory requirements checks are undertaken as well as regular checks by the Safety and Compliance team. Challenges are often due to subcontractors, and we are ensuring that Contractors are across this.

Mr Hall noted that majority of issues is due to operative behaviour and it is ensured all processes are carried out. We actively do not drive costs to the level that would encourage bad behaviours. Mr Haggarty agreed there is no place for complacency, and we remain proactive.

### **EC/2023/62 RAAC**

Mr Harty presented the report:

A team was established comprising building surveying, WSP and the central safety team, to set out a methodology and how we tackle these issues. Statutory elements followed Institute of Structural Engineering practice. Buildings were assessed and categorised using indications of age and therefore where RAAC would be most likely. The programme was set-up to establish high risk to low risk but noting low risk still required to be surveyed in case of refurbishment works. We utilised Clerks of Works and corporate knowledge within Estates teams.

Four areas of concern were documented and we engaged with WSP to carry out detailed assessments which will progress into Projects. Mr Hall further advised we expanded the timeframe period and looked at all buildings as there could have been upgrades that had been carried out. We sense-checked with WSP and Scottish Government standards and expectations. Propping has been put in place following advice from structural engineers. Mr Hall advised that Association of University Directors also had a working group and we ensured our approach was aligned with the national approach, and that the Department of Education working group have since changed their guidance.

Mr Seabourne queried whether there were other buildings that we utilise that do not form part of our Estate; Mr Hall confirmed we have contacted our landlords and are also working with NHS on their buildings but have yet to receive formal response. Following a question from Mr Kennedy in relation to Wolfson Halls, Mr Hall confirmed we have yet to move students back to the top floor but this is now available. Temporary fixes undertaken will not be the permanent position and a Project Manager will be assigned to take works forward. Mr Smith noted that those buildings identified through knowledge and experience does not guarantee no work will be required in category 3. Mr Haggarty acknowledged this and advised we will progress through all categories, and these have had visual inspections; RAAC is felt to be unlikely to be found in category 4 buildings.

### **EC/2023/63 Investment Projects Update**

Mr Hall presented the period 1 report.

There are 78 live projects in the period – 58 of these are active and majority are Green and progressing well.

Church Street is Red due to issues around the outpatients building and risk remains around costs and timelines. Garscube VRF chiller is Red due to costs and programme – we are working through the situation and using a with temporary chiller and it is now moving away from Red.

The main active areas are around ASBS and Keystone and we have moved into ASBS in period. Some staff remain in the Main Building. We have released contingency to support Computing Science growth. Overall, there was a £2.5m reduction in major projects with significant VAT recovery. Profile of spend – main spend is ASBS and level 6 works. Kadans - ongoing progress, Ms Cameron said we are down to the detail of the lease, with discussions taking place today (25 October 2023). VRF stage one has commenced. The main movement was around additional contingency of £2.6m and £1.9m transferred.

### **EC/2023/64 Keystone Building Update**

Mr Hall advised design is progressing well. ECI was progressing and discussions with MPX are down to the level of how construction order methodology will drive efficiency. There was a positive start to contract packages which are coming in in line with project package budgets. MPX have reviewed and commented on the cost plan. There was variance in prelim and associated areas and MPX are working on what is pushing the programme back and returning value - £15m variance and looking to reduce this to zero. They were reviewing design issues that are impacting the programme. The current design has high level services feeding down from the floor above. The cost plan is over but there is an opportunity to bring this back into line. The programme is 3 months over but still deliverable by Sept 2027.

Mr Haggarty noted that the team will be visiting MPX headquarters on 6 and 7 November and due diligence and a peer review will be undertaken to drive efficiency and cost reductions.

Mr Caldwell queried whether the flipping of floors has been captured; Mr Hall advised it is difficult to measure impact but there will be a frame saving cost. Mr Caldwell further queried whether we are still comfortable we have budget to see us through to the planned January workshop – Mr Hall confirmed this. Mr Smith questioned the inflation element. Mr Hall confirmed we are still forecasting 10.8% and are testing the possibility of this reducing. Review of the cost plan will be undertaken by an independent reviewer. Mr Hall noted the limited construction market place within Scotland; Mr Haggarty advised some other projects will have slowed and this will allow us to utilise the availability of supply chains and material.

### **EC/2023/65 Estates Risk Register**

Mrs Hipkin presented the report:

There has been a detailed review undertaken and many risks have moved to stable.

Space risk remains Red and discussions are ongoing regarding research and innovation space. Further discussions are required including around RAAC.

Two additional risks have been identified as having a rising trend

Mr Kennedy queried changes to utility prices and Mrs Hipkin advised this should be noted as an exception as there will be an impact should they change. Dr Yarr advised that this is now within his remit.

Mr Hall advised we are monitoring materials supply from the middle east. Base materials sourced from China have been checked and history traceability is in place.

**EC/2023/66 Committee Reports for approval**

Mr Haggarty referenced paper 11a and noted this was supplied for information only, noting that the Rankine Building semi-conductor labs have been approved.

**EC/2023/67 CBRE Update**

Mrs Shaw and Mr Watkins presented a report to the Committee following Mr Smith's departure due to his declaration of interest:

[REDACTED]

[REDACTED]

[REDACTED]

**EC/2023/68 AOB**

Mr Hoggan noted that the next meeting is taking place on 16<sup>th</sup> January 2023. Mr Haggarty will look ahead at future agenda items.

Mr Hoggan expressed the Committee's gratitude to Messrs Smith and Seabourne for their contribution and expertise during their tenure.

Mr Haggarty thanked both for their invaluable contribution and commitment and for being part of the huge success on which they have supported the University. Mr Seabourne noted the maturity by the University Estates Team and the high level of financial control that is now being displayed.

**EC2023/69 Schedule of Meetings for 2023/24**

Tuesday 16 January 2024 at 9am

Tuesday 12 March 2024 at 9am

Wednesday 15 May 2024 at 9am

**Court Context Card 22 November 2023 - Audit & Risk Committee Report**

Speaker	Elspeth Orcharton
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 1 November 2023
Topic last discussed at Court	Last Audit & Risk Committee report September 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 an update on Student Recruitment by Rachel Sandison, Deputy Vice Chancellor & Vice-Principal (External Engagement). The Committee noted that there had been a decrease of around 2000 students in international post graduate taught area. The Committee noted that a number of mitigating actions had been agreed at SMG which included: revised admissions rounds-based offer making; revisit January starts; enhance scholarship offering; universal deposits; accommodation guarantee; and a Diversification Working Group. Rachel Sandison expressed optimism in the likely effectiveness of these levers in this early stage of the recruitment round.

The Committee received internal audit reports on - Core Financial Controls and Cyber Security. KPMG reported their opinion for 2022/23 which was that significant assurance with minor improvement opportunities' could be given on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control. For the 11 reviews completed in 2022/23: 2 were green; 6 were green-amber; 1 was amber-red; and two were advisory reports.

The Committee received the University's financial statements for the year ended 31 July 2023. The Committee heard that on the basis of the work performed, the external auditors anticipated issuing unqualified audit opinions on the Group and University's financial statements, and on the University's subsidiary financial statements. The Committee noted the accounts for subsidiary companies and the University Trust.

The Committee approved the Annual Statement on Compliance with the Concordat to Support Research Integrity 2023 was approved following minor modification

The Committee's annual report to Court was discussed and agreed at the meeting is attached as **Annex 1**

Topics to be discussed	As Court wishes
Action from Court	To note and discuss if desired. Attention is drawn to the annual report
Recommendation to Court	To note

**Relevant Strategic Plan workstream**

**Most relevant Primary KPI it will help the university to achieve**

**Most relevant Secondary KPI it will help the university to achieve**

**Risk register - university level** SMG001, SMG013, SMG015, SMG023, SMG025, SMG027

**Demographics**

**% of University** 100% Cross University application on several items

**Operating stats**

**% of** 100% operating stats per UoG accounts

**Campus** All

**External bodies**

**Conflict areas** None Highlighted

**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)

**Equality Impact Assessment**

**Suggested next steps** N/A

**Any other observations**



**UNIVERSITY OF GLASGOW  
Audit & Risk Committee**

**Minute of Meeting held on Wednesday 1 November 2023  
held in the Melville Room**

**Present:**

Elspeth Orcharton (Chair), Professor Sarah Armstrong, Stuart Hoggan, Vincent Jeannin, Iain Mackenzie, Lesley Newdall, Martin Sinclair

**In attendance:**

Dr David Duncan, COO & University Secretary, Gregor Caldow, Executive Director of Finance, Craig Chapman-Smith, Director of Risks, Angus Ross, Deputy Director of Finance, James Lucas (KPMG) Harriet Fisher (KPMG), Fateen Afzal (PwC), Craig Willis (PwC), Amber Higgins (Clerk)

**Apologies:** Professor Sir Anton Muscatelli, Principal, and Matthew Hall (PwC)

**AUDIT/2023/13. Welcome and Briefing**

The Chair welcomed, Iain Mackenzie and Lesley Newdall External Lay members to their first main meeting of the Committee.

The Committee noted that the pre-meeting briefing had been an update on Student Recruitment by Rachel Sandison, Deputy Vice Chancellor & Vice-Principal (External Engagement). The Committee noted that there had been a decrease of around 2000 students in international post graduate taught area. Although there were many reasons for this it was thought that it was due to increased competition from Australian Universities, economic impact, UK government policy and changes in market behaviour. Gregor Caldow, Executive Director of Finance provided an update on the budget implications and the steps being taken to mitigate the impact.

The Committee noted that a number of mitigating actions had been agreed at SMG which included: revised admissions rounds-based offer making; revisit January starts; enhance scholarship offering; universal deposits; accommodation guarantee; and a Diversification Working Group. Rachel Sandison expressed optimism in the likely effectiveness of these levers in this early stage of the recruitment round. The Committee also noted the recent strategic investment in this area which would help to support the growth, diversification and enhancement of the quality of the university's international student community.

A query was also raised about the international student experience, and it was noted that this was an area for the Student Experience Committee to take forward.

The Committee agreed that an update would be provided at the next Committee meeting which would include the updated risk reviews and clarity around KPIs in this area.

**Action: Clerk**

**AUDIT/2023/14. Declarations of Interest**

There were no declarations of interest.

**AUDIT/2023/15. Minutes of the meeting held on 6 September 2023**

The minutes were approved.

**AUDIT/2023/16. Matters Arising**

**16.1 Non-Audit Services Policy**

The Committee noted the updated Non-Audit Services Policy which had been updated to include

latest internal audit standards.

#### *16.2 Strategic Risk Register – mapped to governance structure*

The Committee noted the tabled paper which mapped the Strategic Risk Register to the governance structure. It was agreed that this would be discussed further at the next meeting and in the meantime members were welcome to pass on any comments to the Clerk

**Action: Clerk**

### **AUDIT/2023/17. Management update**

#### *17.1 Audit-related policies/information for Committee*

Gregor Caldow, Executive Director of Finance reported that fraud of around £3000 on a taxis account had been identified. It was noted that the processes and procedures in relation to taxis accounts were being reviewed. It was also noted that the incident had been reported to the police. It was agreed that the Committee would receive an update at its next meeting.

**Action: GC**

The Committee also noted that the Wellcome Trust had undertaken an audit of the funding awarded to the University and no concerns had been raised. The report would be circulated to the Committee.

**Action: Clerk**

The Committee agreed that it would be beneficial to have oversight of all such externally undertaken audit reports that are received by the University.

**Action: Clerk**

#### *17.2 Student Numbers and project income for the year*

DD reported that student numbers had decreased by around 2000 on projected budgeted numbers which saw a drop of 26% in PGT students. This meant that a number of controls were being put in place for 2023/24 and budgets for future years were being reviewed, with two scenarios being worked through – a sustained change in student numbers and a return to projected student growth, with review through the Finance Committee.

#### *17.3 Other matters*

DD also updated the Committee on the following matters:

- REF 2028 – next steps on the initial decisions and issues for further consultation
- Israel Palestine conflict – messages had been sent out to reassure all staff and students
- Sexual violence – the upcoming launch of a public campaign alongside the SRC to highlight the issues around GBV

### **AUDIT/2023/18. Internal Audit Update**

#### *18.1 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 14, with 81 outstanding recommendations. The number of actions completed since the last meeting was 7. The Committee noted that of the 74 actions in the tracker 66 actions were not due and 8 action was overdue but management had requested an extension to the deadline.

The Committee noted that there had been no non-audit fees from 1 August 2023 to date.

#### *18.2 Internal Audit Update Report*

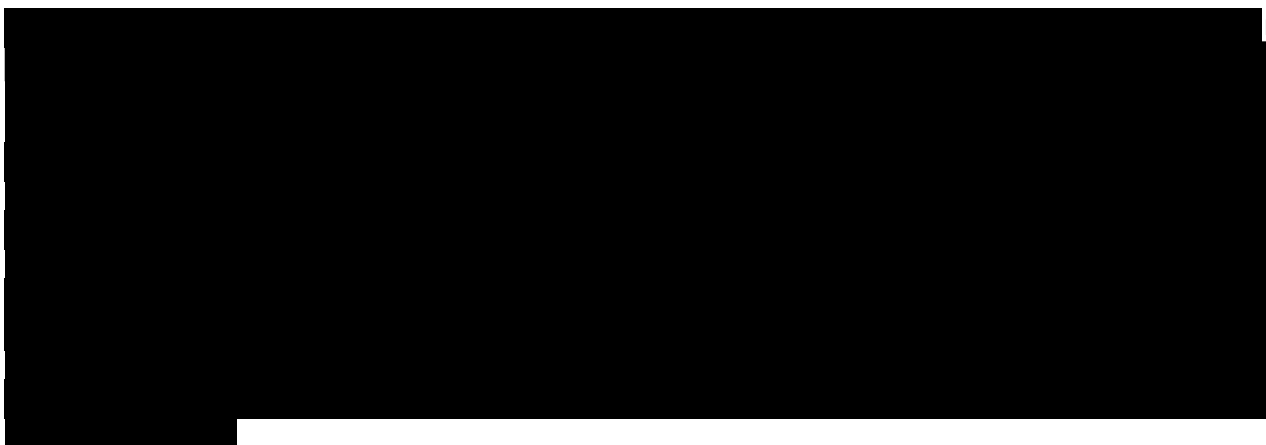
### *18.2.1 Internal Audit Update Progress Report – Activity up to November 2023*

The Committee noted the report prepared by KPMG which outlined the progress against the 22/23 internal audit plan. As at November 2023, 11 of the 11 planned audits had been completed. It was also noted that for 23/24 1 of the 12 planned audits had been completed.

### *18.2.2 Core Financial Controls – Payroll 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 processes and controls in place over payroll

Areas of good practice had been identified which included; a self-service system was in place to process staff personal details (e.g. bank details, address, NI numbers); on a monthly basis, a review of new starters processed by the Payroll Administrators was reviewed by the Payroll Team Lead to note/rectify any issues; timesheets were submitted by staff via the PeopleXD personal dashboard and could not be passed for payment until completing system-based departmental and payroll approvals; exit dates were inputted by the HR team following completion of leavers forms by responsible Line Managers. On entry, an eNotification was sent to the payroll team for review and processing; a standard set of exception reports was run as part of the monthly payroll process with unreconciling items/issues noted resolved prior to payroll sign-off. KPMG had obtained evidence of the suite of reports being enhanced; monthly payroll schedules prepared by the Pay and Controls Supervisor were reviewed by the Head of Pay and Pensions prior to processing; there was clear segregation of duties in the uploading, checking and paying of the monthly payroll BACS payment.



The Committee discussed the key findings and agreed management actions. It was noted that there was further opportunity for automation of certain processes. The Committee noted that the report highlighted high staff turnover and it was agreed that the Executive Director of Finance would review this and escalate as required.

Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

### *18.2.3 Cyber Security - Internal Audit Report*

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed had assessed the design and implementation of cyber security processes and controls for cyber resilience, third party management and compliance.

Areas of good practice had been identified which included: the University had a Senior Management Group (SMG) in place that meets monthly. The group holds responsibilities for cyber security and business continuity; a Risk Management Policy and Framework was documented and

approved and this was used for cyber and IT third party risk management; cyber security risks were logged within the Strategic Risk Register. Cyber security risk mitigations were documented and actioned accordingly by the risk owners; the University had a documented policy in place to manage end-to-end supplier life cycle management. The policy included the processes and responsibilities of the suppliers, the key stakeholder and the procurement team in relation to cyber security risks; the University was Cyber Essentials compliant and held a Cyber Essentials Working Group to monitor compliance. Actions were then followed up to ensure completion; to review/improve the cyber security internal controls across the University, a self-assessment template had been developed by central Information Services. The departments, Colleges/Schools across the University were in the process of completing these for their designated areas.

[REDACTED]

The Committee discussed the key findings and agreed management actions. The Committee noted that this was a constantly evolving area and was an area where there was a lot of focus. [REDACTED]

[REDACTED]

**Action: Clerk**

The Committee noted that the report was classified as partial assurance with improvements required (Amber/Red) risk overall. The Committee noted the report and the recommendations. While the Committee expressed concerns over the pace for actions KPMG commented that these were practicable and achievable.

### *18.3 Internal Audit Annual Report 2022/23*

The Financial Memorandum between the Scottish Funding Council and Higher Education Institutions required that the Head of Internal Audit provide a written report and annual internal audit opinion to the institution's Audit and Risk Committee and that a copy be sent to the Scottish Funding Council. As such, the report presented the internal auditors' view on the adequacy and effectiveness of governance, risk management and control; and economy, efficiency and effectiveness (value for money) arrangements. This was achieved through a risk-based plan of work, agreed with management and approved by the Audit and Risk Committee.

For the 11 reviews completed in 2022/23: 2 were green; 6 were green-amber; 1 was amber-red; and two were advisory reports. The internal auditors had issued an annual report for 2022/23, which included an opinion on the adequacy and effectiveness of governance, risk management and control, and of the University's economy, efficiency and effectiveness (value for money) arrangements. The opinion was based on an assessment of the design and operation of the underpinning aspects of the risk and assurance framework and supporting processes; an assessment of the range of individual assurances arising from their risk-based internal audit assignments that have been reported throughout the period. This assessment has taken account of the relative materiality of these areas; and an assessment of the process by which the university has assurance over the registration requirements of its regulator(s).

The opinion for 2022/23 was that significant assurance with minor improvement opportunities' could be given on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

### **Opinion on risk management, control and governance for the period 1 August 2022 to 31 July 2023**

KPMG provided an assurance rating of 'significant assurance with minor improvement opportunities' (amber-green) for the review of Core Financial Controls which focused on the processes and controls relating to the Payroll process. Their testing found that controls in these areas were generally well designed and operating effectively with some exceptions noted in relation to the formalisation of procedural notes to cover all areas of the payroll process as well as putting in place guidance for some additional areas such as the use of sundry payments via accounts payable, which are all subject to agreed management actions to drive improvement.

KPMG also provided an assurance rating of 'significant assurance with minor improvement opportunities' (amber-green) for the review of Operational Risk Management. The internal auditors reviewed the risk registers for the Colleges and the Professional Services Group (PSG), testing the management of individual risks on a sample basis based on our agreed scope. They also carried out a soft controls survey to obtain insight into the functioning of the University's control environment in relation to risk management. Their testing found that the University Risk Management Policy and Framework has been adopted across these areas in a consistent way with evidence of ongoing identification, monitoring and review of risks by College Management Groups and the PSG. The survey provided positive results around role modelling and clarity of roles. However there were some further areas such as knowledge sharing, resourcing and risk ownership where further improvements could be made.

KPMG were also required to provide an opinion on the design and operation of controls throughout the year, and have concluded 'significant assurance with minor improvement opportunities' (amber-green) can be given on the overall adequacy and effectiveness of the organisation's framework of risk management, control and governance.

### **Opinion on value for money for the period 1 August 2022 to 31 July 2023**

KPMG considered that the University of Glasgow had adequate and effective arrangements to achieve economy, efficiency and effectiveness. During the course of their work, they identified areas where they believed that University of Glasgow could improve value for money arrangements, and these including TRAC and Core Financial Controls. During 2022/23 there were no other findings in the course of their work that would lead the internal auditors to question the arrangements in place at the University to secure value for money in the use of resources.

### **Opinion on data quality for the period 1 August 2022 to 31 July 2023**

In 2022/23 KPMG reviewed data quality arrangements the University has in place over the Transparent Approach to Costing (TRAC) process and provided an assurance rating of 'significant assurance' (green). The review found sufficient evidence of clear and regular data quality and validation processes for production of the return, but improvements could be made to ensure there are more robust governance processes in place and better engagement with the TRAC process throughout the University.

During the discussion it was noted that it would be beneficial to have a broader reflection and the wider context that the University falls within which could be included in the report to Court.

### **ACTION KPMG**

The Committee expressed its thanks to KPMG and all the staff involved, for their work in relation to the internal audits.

## **AUDIT/2023/19. University Financial Statements**

### ***19.1 Review of University Financial Statements for the year ended 31 July 2023***



The Committee received the financial statements for the year ended 31 July 2023.

Angus Ross, Deputy Director of Finance summarised the position, highlighting the strong financial performance and growth during the year, with a management accounts surplus of £68.2m pre the movement in the USS pension Scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported in the financial statements as £128.0m.

The Committee noted the main movements within the Management Accounts, which included: an increased income in tuition fees of £30.1m; an increase in SFC of £6.1m, mainly due to one-off support provided for research; an increased spend of £46.3m in general funds staffing mainly due to staff investment plus salary increase (incl. additional increment); an increased spend in general Funds Consumables by £15.4m; an increased spend in Infrastructure and Strategic Investment of £23.0m mainly as a result of maintenance and continued enhancements; and commercial Margin decrease of £32.9m, mainly due to the completion of the Lighthouse Lab and the following ONS contract.

The Committee also noted the main movements between the Management Accounts and the Statutory Accounts, which included: Investments / Endowments +£8.5m: following the change in value of the investments and endowments; USS provision movement +£52.5m: this movement related to the change in the present value of the USS obligation; Pensions Actuarial Movement and Exchange differences -£27.8m: mainly attributable to an actuarial loss on the UGPS pension scheme driven by the negative effect of the gilts crisis on the valuation of its investments which offset the positive effect of a higher discount rate being applied to its liabilities.

The Committee further noted: the main underlying movements in the Operating Surplus; movements in the Balance Sheet; and Cash & Deposits (cashflow) movements; the change in classification and disclosure of the GSV leases

During the discussion it was noted that Committee welcomed the changes to the Reports and Financial statements and the steps to modernise the presentation and move towards Integrated Reporting. The Committee felt that greater balance between achievements, and risks and challenges would be beneficial, how the forward view could be incorporated and where minor wording changes might increase consistency. The Committee welcomed the comments from PwC and noted these would be decided on at Finance Committee.

## **ACTION GC**

### *19.2 Reports of the External Auditors for the year ended 31 July 2023*

The Committee noted that the audit had been undertaken in line with the audit plan outlined to the Committee at its August and September meetings.

The audit had been designed to express an opinion on the 2023 financial statements and address the current statutory and regulatory requirements. The auditors had considered the Group and University's current and emerging needs along with an assessment of risks that could materially affect the financial statements and had aligned the audit procedures accordingly. The Committee noted a number of auditing tools used in this process, including data analytics.

Significant risks considered during the audit had included: risk of misstatement due to fraud or error; and risk that revenue might be misstated due to improper recognition of revenue. The auditors did not have any matters to bring to the Committee's attention in respect of this work. Other areas of audit emphasis had included: accounting for the valuation of the capital development programmes; and accounting for pension obligations with regard to the University of Glasgow Pension Fund and Strathclyde Pension Fund. Areas of audit emphasis had also included accounting for the Universities Superannuation Scheme (USS) provision; and reviewing disclosures around senior staff remuneration received in the financial year.

The auditors had reviewed the management's assessment of compliance with the Scottish Code of Good HE Governance and were satisfied that, in all material respects, the University had met the requirements placed on it.

The auditors had considered the arrangements that the University had in place to ensure compliance with the Scottish Funding Council financial memorandum. The auditors had not identified any significant or material circumstances of non-compliance.

Based on the work performed, PwC expected to issue an unqualified audit opinion. The Committee noted that there were no material areas of disagreement with management but there were a number of areas of judgement. The Committee noted that control recommendations were outlined in the report, and it was agreed that an update would be brought to the next meeting on the progress of the recommendations.

## **ACTION GC**

The Committee expressed its thanks to the Finance Office team and to PwC for their work in relation to the accounts. The Committee noted that the auditors were content with the accounts and approved the recommendation to Finance Committee and Court for the approval of the accounts.

### **AUDIT/2023/20. Accounts: Subsidiary Companies/University Trust, year ending 31 July 2023**

The Committee noted the financial summary of the draft accounts for subsidiary companies and the University Trust.

The Committee noted that the auditors were content with the accounts.

### **AUDIT/2023/21. Annual Statement on Compliance with the Concordat to Support Research Integrity**

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

The Committee noted the report for 2022/23 which related to research misconduct investigations during the 2022/23 academic year. It was noted that there had no formal investigations at the university. There have been a number of issues which had been resolved informally. It was also noted that there had two instances where the University's academics had complained about other academics at different institutions, both foreign and domestic. The University had worked with the responding institutions to bring resolution to these cases.

The Committee noted that the research misconduct policy recently underwent a major review and was approved on the 06 June 2023. This review was completed to align the policy more closely with UKRIO's new policy for misconduct. The Committee noted that the wording of the report should be amended slightly on one area and this would be feedback to the Research Office.

The Committee approved the 2022/23 assurance statement following minor modification.

## **AUDIT/2023/21. Audit Committee Annual report to Court**

The draft report was approved subject to wording being amended in relation to the inclusion of further information and discussion points from the present meeting. The Committee also felt that the report should be more forward-looking and highlight any challenges or key areas to Court.

**ACTION Clerk**

## **AUDIT/2023/22. Any Other Business**

### *22.1 US GAAP*

GC reported that a brief meeting would take place in January 2024 to review the US GAAP financial statements.

### *22.2 University Freedom of Speech Bill*

A query was raised about the new legislation in relation the University Freedom of Speech Bill which had recently become law England and it was noted that this was a devolved issued with the Scottish Government recently introducing the Hate Crime and Public Order (Scotland) Act which was now law.

## **AUDIT/2023/23. Date of Next Meeting**

Wednesday 13 March 2024 at 2pm.

## **Audit & Risk Committee Annual Report to Court November 2023**

### **1. Introduction**

In line with good governance practice, the Audit & Risk Committee submits an annual report to Court, giving an overview of the Committee's work during the year. The report reflects the Committee's assessment of the adequacy and effectiveness of the internal control system and the extent to which the governing body can rely on that system. The report below summarises the work of the Committee for the year up to and including its meeting on 1 November 2023.

### **2 Summary of the Year's Work**

#### **2.1 Membership of the Committee**

Membership of the Committee for the year was: Ms Elspeth Orcharton (chair), Professor Sarah Armstrong (Sept 2023 – present) Mr Simon Bishop (until October 2023, vice-chair), Mr Stuart Hoggan, Mr Vincent Jeannin, Professor Simon Kennedy (until Aug 2023), Mr Martin Sinclair (Nov 2022 – present) and Mr David Watt (until Nov 2022). Two new external lay members joined the Committee in October 2023: Lesley Newdall and Iain MacKenzie.

Martin Sinclair, Lesley Newdall and Iain MacKenzie are external members of the Committee. Professor Simon Kennedy (elected academic staff member), Professor Sarah Armstrong (elected academic staff members), Elspeth Orcharton (Lay Co-opted member), Stuart Hoggan (Lay Co-opted), are members of Court. The Committee has an appropriate balance of skills and experience to address its remit.

#### **2.2 Remit of the Committee**

The remit was reviewed and amended in September 2023, with Court approval being given to the revisions in September 2023.

The Committee undertakes an annual self-evaluation process. The outcome of this year's exercise was generally positive, with no very significant criticisms. There were some good comments about Internal Audit individual reports, but it was felt that the Committee was unclear what the broader/thematic findings were for the University as a whole. It was also noted that it would be useful for the auditors to offer more advice on how the University compared to other HEIs.

#### **2.3 Internal Audit**

KPMG started in their role as internal auditors in November 2021 and worked closely with key staff to implement a plan for internal audits during 2022/23.

#### **2.4 Internal Audit Activity 2022/23**

The Committee has considered the work of Internal Audit, provided by KPMG. During the year, the Committee has:

- reviewed and approved the annual strategic audit plan with KPMG; reviewed the outcome of each new internal audit report, assessing the main areas requiring attention, the management responses and the actions taken, challenging these responses and actions where it considered this was required to ensure appropriate action was taken in light of recommendations; and required the Executive Director of Finance and the COO & University Secretary to report regularly on progress in implementing internal audit recommendations.

From 2021/22 onwards the internal audit report rating used by KPMG is: Green (significant assurance); Green-Amber (significant assurance with minor improvement opportunities; Amber-Red (partial assurance with improvement required; and Red (no assurance). For the 11 reviews

completed in 2022/23 were: 2 were green; 6 were green-amber; 1 was amber-red; and two were advisory reports. For the 12 reviews in 2021/22: 2 were green; 6 were green-amber; 3 were amber-red; and one was an advisory report.

The internal auditors have issued an annual report for 2022/23, which included an opinion on the adequacy and effectiveness of governance, risk management and control, and of the University's economy, efficiency and effectiveness (value for money) arrangements. The opinion was based on an assessment of the design and operation of the underpinning aspects of the risk and assurance framework and supporting processes and an assessment of the range of individual assurances arising from their risk-based internal audit assignments that have been reported throughout the period. This assessment has taken account of the relative materiality of these areas; and an assessment of the process by which the university has assurance over the registration requirements of its regulator(s).

The opinion for 2022/23 is that 'significant assurance with minor improvement opportunities' can be given on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

### **Opinion on risk management, control and governance for the period 1 August 2022 to 31 July 2023**

KPMG provided an assurance rating of 'significant assurance with minor improvement opportunities' (amber-green) for the review of Core Financial Controls which focused on the processes and controls relating to the Payroll process. Their testing found that controls in these areas were generally well designed and operating effectively with some exceptions noted in relation to the formalisation of procedural notes to cover all areas of the payroll process as well as putting in place guidance for some additional areas such as the use of sundry payments via accounts payable, which are all subject to agreed management actions to drive improvement.

KPMG also provided an assurance rating of 'significant assurance with minor improvement opportunities' (amber-green) for the review of Operational Risk Management. The internal auditors reviewed the risk registers for the Colleges and the Professional Services Group (PSG), testing the management of individual risks on a sample basis based on our agreed scope. They also carried out a soft controls survey to obtain insight into the functioning of the University's control environment in relation to risk management. Their testing found that the University Risk Management Policy and Framework has been adopted across these areas in a consistent way with evidence of ongoing identification, monitoring and review of risks by College Management Groups and the PSG. The survey provided positive results around role modelling and clarity of roles. However there were some further areas such as knowledge sharing, resourcing and risk ownership where further improvements could be made.

KPMG were also required to provide an opinion on the design and operation of controls throughout the year, and have concluded 'significant assurance with minor improvement opportunities' (amber-green) can be given on the overall adequacy and effectiveness of the organisation's framework of risk management, control and governance.

### **Opinion on value for money for the period 1 August 2022 to 31 July 2023**

KPMG considered that the University of Glasgow had adequate and effective arrangements to achieve economy, efficiency and effectiveness. During the course of their work, they identified areas where they believed that University of Glasgow could improve value for money arrangements, and these included TRAC and Core Financial Controls. During 2022/23 there were no other findings in the course of their work that would lead the internal auditors to question the arrangements in place at the University to secure value for money in the use of resources.



## **Opinion on data quality for the period 1 August 2022 to 31 July 2023**

In 2022/23 KPMG reviewed data quality arrangements the University has in place over the Transparent Approach to Costing (TRAC) process and provided an assurance rating of 'significant assurance' (green). The review found sufficient evidence of clear and regular data quality and validation processes for production of the return, but improvements could be made to ensure there are more robust governance processes in place and better engagement with the TRAC process throughout the University.

### **Non-audit services fees**

During the year non audit services fees were incurred on VAT savings review, Global Mobility service tax work, Indian tax returns, US compliance support, Corporation tax compliance, and commercial advisory support in strategic procurement and were procured by the University prior to the introduction of the Non-Audit services policy.

## **2.5 External Audit**

PwC started in their role as external auditors in July 2022 so the year ended 31 July 2023 was their first year when full in year interim audit work could be undertaken.

## **2.6 Financial Accounts 2022/23**

The Committee has reviewed the University's financial statements for 2022/23 and the commentary on these, together with the audit results report prepared by the external auditors.

The report summarised PwC's assessment of the key issues which drove the development of an effective audit for the University and its subsidiaries (collectively 'the Group'), considering relevant market factors coupled with the operational, finance, and business risks which drove the University's and the Group's financial statement risks.

When planning the audit, the auditors took into account several key inputs: strategic, operational and financial risks relevant to the financial statements; developments in financial reporting and auditing standards; the quality of systems and processes; changes in the business and regulatory environment; and management's views on the aforementioned areas.

The approach involved the identification and understanding of the key processes and internal controls, supplemented by substantive tests of detailed transactions and amounts. This included consideration of IT and automated controls, in particular around the design and implementation of non-payroll expenditure controls. To gain greater assurance over the populations to be tested, bespoke data analysers had been used to enable capture of whole populations of financial data, in particular journal entries. The findings from the process and analytics work, included any significant weaknesses or inefficiencies identified and recommendations for improvement, had been reported to management and to the Committee. The auditor's reviewed and considered the findings from internal audit reports, together with reports from any other work completed in the year, where these raise issues that could have an impact on the financial statements.

PwC updated their materiality to reflect the final results for the University for the year. The

preliminary and final materiality assessments are set out below

	<b>2022/23 Audit Plan</b>	<b>As revised at final audit</b>
Overall materiality	£18.7m	£18.8m
Performance materiality	£14.0m	£14.1m
Clearly trivial reporting de minimis	£935,000	£940,000

Overall materiality is based on 2% of total income for the year ended 31 July 2023, and performance materiality is based on 75% of overall materiality. The basis for materiality has not changed from the Audit Plan.

As part of its review of the financial statements in November, the Committee reviewed the reporting and judgments relating to the 2022/23 financial year, covering:

- the external auditors have not identified any matters of misstatement due to fraud or error; or any risk that revenue may be misstated due to improper recognition of revenue;
- areas of audit emphasis that included: accounting for pension obligations with regard to the University of Glasgow Pension Fund and Strathclyde Pension Fund; fraud and management override of controls; and risk of fraud in revenue recognition. In relation to pensions, the Committee noted details of the PwC actuarial view on University assumptions for pension obligations – University of Glasgow Pension Fund, and the PwC actuarial view on University assumptions for pension obligations – Strathclyde Pension Fund. Areas of audit emphasis also included accounting for the Universities Superannuation Scheme (USS) provision; and reviewing disclosures around senior staff remuneration received in the financial year;
- the auditors' consideration of the arrangements the University had to ensure compliance with the Scottish Funding Council financial memorandum, where the auditors did not identify any significant or material circumstances of non-compliance.

The Committee noted the satisfactory audit conclusions of PwC, subject to final reviews being concluded and approved the external auditors annual report and draft letter of representation.

The Committee noted completion of the draft accounts for the University's 'subsidiaries' including UGlasgow Singapore Pte Ltd (related to the University's activities with Singapore Institute of Technology) and the University Trust.

### **Non-audit services fees**

During the year non audit services fees were incurred on compliance certificate for discretionary funds and US loans and US GAAP accounts; and China tax compliance services and VAT compliance in UK and were pre-approved by the Committee in accordance with its stated policy.

## **2.7 Risk Management**

The Committee's role includes overseeing on behalf of Court the effectiveness of the University's systems for risk management. The Committee remains satisfied that risk management is still well embedded in the regular agenda of the SMG, with key business risks identified, risk and owners appointed from among SMG members, and risk mitigation strategies clearly defined.

The Committee received a presentation by Gregor Caldwell, Executive Director of Finance and Craig Chapman-Smith, Director of Risk and Projects on the updated Risk Register. The top risks

included data governance, information security, climate change, geopolitical landscape, and operational aspects such as cash flow and campus development. 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 and that the Risk Registers were starting to be implemented at School level.

The updated Register was included in Court papers for September 2023 and approved by Court.

## **2.8 Whistleblowing Policy**

Part of the Committee's remit is to *"receive reports of the outcomes of any investigations under the University's Whistleblowing procedure"*. During the period of this report, the Committee noted that no matters had been notified under the relevant policy.

## **2.9 Annual Statement on Compliance with the Concordat to Support Research Integrity**

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

The Committee noted the report for 2022/23 which related to research misconduct investigations during the 2022/23 academic year. It was noted that there had no formal investigations at the university. There have been a number of issues which had been resolved informally. It was also noted that there had two instances where the University's academics had complained about other academics at different institutions, both foreign and domestic. The University had worked with the responding institutions to bring resolution to these cases.

The Committee noted that the research misconduct policy recently underwent a major review and was approved on the 06 June 2023. This review was completed to align the policy more closely with UKRIO's new policy for misconduct. It was noted that key lessons would be learned from the current mechanism for the reporting of misconduct with further steps taken to improve this going forward.

The Committee approved the 2022/23 assurance statement.

## **3 The Committee's plans for 2023/24**

An internal audit plan was provided to the Committee at its May 2023 meeting and was approved subject to some minor changes. The plan has been driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. The methodology included: analysis of an 'audit universe' through identification of all of the auditable units within the University, be they functions, processes or locations; assessing the inherent risks in these areas, based on impact and likelihood criteria; assessing the strength of the control environment within each auditable unit to identify auditable units with a high reliance on controls; and calculating an audit requirement rating which would inform the finalised plan. Determination of the timing and scope of audit work was also to be based on the University's risk

appetite.

The plan indicated proposed audits for 2023/24 which is included as **Appendix 1**. Details of outcomes will be provided within minutes included in Court papers in the current session. Internal audit work during 2023/24 will be performed in accordance with KPMG's Internal Audit methodology, which is aligned to Scottish Funding Council Financial Memorandum requirements.

During the coming year the Committee will continue to review and enhance the systems in place to monitor risks across the governance structure, this will include reviewing the Terms of References for key committees to ensure that there is oversight of the relevant risks. The Committee will also monitor key risk areas such as cyber security, the impact of ChatGTP, and the impact of student recruitment on financial stability.

#### **4 Adequacy and Effectiveness of Internal Control**

On the basis of the internal audit work undertaken during the year, and of the comments of the external auditors on the University's financial statements, the Audit & Risk Committee believes that the University generally has an adequate framework of internal control.

Court Context Card Nov 2023 - Minutes from Information Policy and Strategy Committee on 03 November 2023	
Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
Speaker role	IPSC Chair
Paper Description	Minutes of Meeting on 03 November 2023
Topic last discussed at Court	27th September 2023
Topic discussed at Committee	See summary below
Court members present	L Khaliq, G Stewart, B Wood
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	For Information
<b>Paper Summary</b> IPSC covered topics including cyber security, a review of the KPMG Cyber Security Final Report, an update on the work that had been started on the 2024/25 investment plan and a review of the programme/project reports.  Several items were covered under the Information and Cyber Security item, including cyber security news highlights, sector highlights including recent cyber attacks at the University of the West of Scotland and University of Manchester. It was noted that UofG had accelerated several security initiatives in response to the rising cyber security threat level.  IPSC noted that work was ongoing with research offices to document an impact assessment and outline any changes required to ensure compliance with a new Cyber Essentials update. IPSC requested clarification on how Cyber Essentials was being applied across the University and it was agreed that this would be updated at the next meeting.  IPSC reviewed the vulnerability management dashboard. A simulation of the University's incident response plan was planned to occur on 5th December 2023. It was noted that two incidents of high severity had recently occurred on campus, one in College of Arts and one in MVLS. Both incidents were similar and related to websites being defaced. The incidents were reported and new software had been procured to remove these risks.	
<p>It was noted that support and maintenance on Agresso would end in 2024. Work was ongoing to understand the full nature of this change and it was agreed that a workshop would be arranged to look at this in more detail, with an update expected at the next meeting of IPSC.</p> <p>Project Reports were reviewed; no major issues were highlighted.</p> <p>The Committee reviewed and made minor amendments to the ToR which are attached as <b>Annex 1</b>.</p>	
<b>Project Reports were reviewed; no major issues were highlighted. A separate meeting with IPSC Court members and externals had been arranged to review the Project Reports in more detail to ensure that the progress statuses were an accurate reflection of the progress made.</b> <b>Action from Court</b> <b>Recommendation to Court</b>	As Court Wishes to approve the IPSC Remit the approval of the IPSC Remit
<b>Relevant Strategic Plan workstream</b> <b>Most relevant Primary KPI it will help the university to achieve</b> <b>Most relevant Secondary KPI it will help the university to achieve</b>	Community, Connectivity, Challenges Enables all KPI's
Risk register - university level	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [ Risk 006 Student Experience; Risk 012 Campus Development Programme]
<b>Demographics</b> <b>% of University</b>	100% of staff and students
<b>Operating stats</b> <b>% of</b>	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 Friday 3<sup>rd</sup> November 2023 at 13:00 on Zoom**

Present: Frank Coton (Chair for items 3-7), David Duncan (Chair for items 1-3), Susan Ashworth, Neil Bowering, Gregor Caldow, Paula Donoghue, Laic Khaliq, Alun McGlinchey, Kenneth Robertson, Gavin Stewart, Bethan Wood

Attending: Nina Douglas, Veena O'Halloran (Observer), Andrea Roy (Clerk)

Apologies: Mark Johnston, Chris Pearce, Hailie Pentleton, Philippe Schyns

**1 Minutes of the previous meeting**

The minutes of the previous meeting held on 25<sup>th</sup> August 2023 (Paper 1) were accepted as an accurate record.

**2 Matters arising and review of actions**

The IPSC Action Tracker (paper 2) was reviewed.

- **Information and Cyber Security - Review of IT Security:** Kenneth Robertson (KR) advised that arrangements were progressing with regard to arranging a visit to the University with colleagues from his team to discuss IT security at the University with Alun McGlinchey (AMcG) and colleagues. The action remained open.
- **Incident training for managers:** An update on this item was included under Item 3 on the agenda.
- **Cyber Security training:** An update on this item was included under Item 3 on the agenda.
- **IT Code of Conduct:** An update on this item was included under Item 3 on the agenda.

There were no further matters arising.

**3 Information and Cyber Security – PLEASE NOTE THIS SECTION IS CONFIDENTIAL**

*The information in this item is confidential information of the University of Glasgow. The information must not be released in response to any request without first seeking advice from the DP/FoI Office*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

ACTION: AM

- [REDACTED]

- [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]

- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### 3a KPMG Cyber Security Final Report

DD introduced the Cyber Security 12/2024 report produced by KPMG (Paper 3a). DD advised that the report had been presented to the University's Audit and Risk Committee earlier in the week. The report helpfully identified areas of focus for the next phase of the strategy with a focus on resilience and continuity pillars. Through the report, the team was encouraged to progress with a cyber security incident simulation. GS agreed that the report showed progress and noted that several actions had been raised in the report. He asked how the actions would be monitored and DD advised that they would be addressed through the work that was already underway by AM and colleagues.

The Chair asked for any additional comments on the Report to be fed back through the Clerk.

### 4 Investment Plan

Nina Douglas (ND) advised that the Information Services Investment Plan Update (Paper 04) had not changed since the previous IPSC meeting. ND provided a verbal update on the work that had been started on the 2024/25 investment plan.

ND advised that a similar approach would be taken to last year, starting with a baseline plan and preparing plans that would support the next budget round. A jump in spend against previous budget was anticipated, moving from a spend of £17m to a forecast spend of £41m. It had been recognised and discussed that a large proportion was committed through networking and infrastructure – around 40% of spend had not been approved. Uncommitted spend was sitting in transformation and work was ongoing with them to reflect an accurate delivery profile.

ND advised that Unit4 had recently announced that support and maintenance on Agresso would end in 2024. December 2024 was the deadline to sign-up to a new cloud contract and the University would have two years to migrate, taking the date to 2026. Work was ongoing to look at whether this change would support the University and the various Agresso customisations that were in place. A significant one-off installation cost was anticipated as well as ongoing maintenance costs. It was likely to have an impact on the investment plan and ND agreed to update on this at the next meeting.



**ACTION: ND**

ND advised that there were discussions ongoing around the notice that had been given to the University from Unit4 and it was noted that others in the sector were also pushing back on the timescales that were given.

KR suggested amending the Investment Plan presentation to show a more holistic view of areas where value could be added. LK pointed out that the University was using both Zoom and Teams for similar purposes and he asked if thought had been given to reducing the systems that were being used to extract the best value from the contracts that were in place. This issue had been highlighted previously and it was noted that progress was being made to understand where we could start making savings by reducing the number of contracts that we had for similar purposes. GS suggested that more could be done to help us to understand the desired outcomes and how the investment plan would help us to get where we wanted to be. FC agreed that the steer around direction of travel was useful, and thought would be given to how this information could be presented differently.

**ACTION: FC, GC, ND**

## **5 Programme/project reports**

The IPSC Project Reports were included as Paper 5.

KR noted that several of the RAG statuses showed green and he questioned whether that was a true reflection of how progress was being felt by all. FC agreed and had made the same comment at a previous meeting. FC advised that he had reviewed the project RAG statuses and they appeared to be an accurate reflection of the progress made, though he advised that several of the projects had not reached the 'sticky' stage yet where there may be slippage in timescales. KR encouraged thorough monitoring of the projects as they reached those crucial stages to ensure that issues could be addressed as required.

The Chair asked for any further comments on the Reports to be fed back through the Clerk.

## **6 AOB**

There were no further items for discussion.

## **7 Date of next meetings**

Dates of future meetings were noted as follows:

- 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

**University of Glasgow**  
**Information Policy and Strategy Committee**

**Extract of 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

**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. Comments that had been received in advance of the deadline for response were incorporated into the revised ToR submitted to the Court Office on 7<sup>th</sup> September 2023.*





# Information Policy & Strategy Committee Terms of Reference

## 1. Introduction

Appointed by Court, the **Information Policy and Strategy Committee** (IPSC) will develop and maintain the Information Technology (IT) Strategy and associated financial and implementation plans for consideration by SMG and Court. This dual remit between strategy/policy and delivery/operations will result in a split between executive and non-executive leadership:

- An executive led remit to develop and [monitor the delivery of](#) deliver the strategy with approval limits on IT financial planning including:
  - business cases greater than £500k will be primarily reviewed and challenged by this group prior to approval at the Investment Committee
- A non-executive led remit to oversee the strategic development of major IT developments and their integration through oversight of the relevant project boards
  - Pre-approval of the annual IT expenditure plan
  - business cases greater than £3m will be reviewed again after the Investment Committee and approved before onward submission to the Finance Committee

## 2. Committee remit

### Strategy and Policy:

- Oversee the strategic development of major systems and their integration ensuring there are appropriate oversight, governance, [monitoring](#) and reporting mechanisms in place.
- Develop and recommend policies regarding information management and information security to SMG and Court

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.

### Delivery and Operations:

- Pre-approve the annual IT capital spend
- Pre-approve the rolling investment plans for 3- and 10-year cycles and submit as part of the Investment Committee annual planning exercise
- Ensure that the University's communications and hardware infrastructure are fit to support the University's current and future ambitions
- Ensure robust business cases for new University-wide IT hardware and software systems are in place before seeking approval from Finance and Investment Committees, SMG and Court for funding and implementation. [This includes responsibility for challenging and ensuring that the benefits outlined in business cases are appropriate.](#)
- Annually review the overarching communications strategy for IT developments.
- Ensure value for money is considered for all proposed developments
- [Ensure appropriate oversight of key IT related risks including, but not limited to, information and cyber security, technical debt, resilience and modernity of IT equipment, software and systems](#)
- [Ensure that IT systems and software are fit to support current and future strategic ambitions](#)

### Sub-Committee Oversight:

External. Not confidential



# Information Policy & Strategy Committee

## Terms of Reference

- Digital Experience Board
- [Information and Cyber Security Working Group](#)
- Other sub-committees and working groups established to develop and progress key components of the Technology Strategy–

### 3. Scheme of Delegation

The following details the delegated authority for the IPSC 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 Data Strategy (pre-Court)	N/A	Deputy Secretary & Executive Director of Planning	Court
Approve Technology Strategy (pre-Court)	N/A	Vice Principal (Academic Planning and Technology)	Court
Approve Information Services related policies	N/A	Vice Principal (Academic Planning and Technology)	Court
Approve Information Services masterplan	N/A	Vice Principal (Academic Planning and Technology)	Court
Pre-approve Information Services capital projects	>£500k	Vice Principal (Academic Planning and Technology)	Finance and/or Investment Committee
Pre-approve Information Services expenditure	>£500k	Vice Principal (Academic Planning and Technology)	Finance and/or Investment Committee

### 4. Committee Membership

This is an executive chaired committee with the following membership:

- Senior Vice Principal and Deputy Vice Chancellor (Academic) (Chair)
- 2 Lay Members of Court (one as Co-Chair for strategy and policy decisions)
- Chief Operating Officer and University Secretary
- Vice Principal (Research)
- Executive Director of Finance
- Executive Director of Information Services
- Director of IT Services
- Students' Representative Council
- 1 Elected Academic Staff Member
- 2 representatives from College Senior Management
- 2 external members

In attendance:

- Director of Planning and Deputy Secretary (for Data Strategy related items)
- Head of Finance (University Services)
- [Chief Information Security Officer](#)



## Information Policy & Strategy Committee Terms of Reference

### **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.



# Information Policy & Strategy Committee Terms of Reference

## 6. Committee Member Responsibilities

The Committee has final accountability for the production and governance of the annual and 3-year investment plans. Each Committee member has a fiduciary responsibility to:

- Provide scrutiny and openly and constructively challenge the University Information Technology (IT) Strategy and associated financial and implementation plans, policies 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 IPSC 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 meet 5 times per year.

### INPUTS

- ☐ UofG strategy and plan
- ☐ Technology Strategy and Roadmap
- ☐ Management information provided by Planning Insights & Analytics
- ☐ Current FY and 3-year IT Investment Budgets and 10-year Outlook
- ☐ Portfolio Investment breakdown split by financial year
- ☐ Investment Health Summary
- ☐ Reports from sub committees and working groups
- ☐ Investment Business Cases/Proposals/Change Requests to be presented
- ☐ Summary of changes made to action log
- ☐ [Strategic progress reports](#)
- ☐ [Periodic reports on operational performance, resilience, technical debt](#)

### OUTPUTS

- ☐ Decision Log
- ☐ Action Log
- ☐ Minutes (shared with Finance/Investment/Estates Committees)

**Court Context Card - P&OD Committee -22 November 2023**

Speaker	Kerry Christie
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 25.10..23 (incl. Draft Minutes of EDSC (14.07.23) & JCCN (03.10.23))
Topic last discussed at Court	Sep-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	The Committee welcomed the vision behind the future P&OD operating model and heard how the function will transition over the coming years to a user-centric model with wider adoption of self-service principles whilst enhancing the approach to strategic business partnering, backed by increased investment in new and emerging technologies. The Executive Director of People & OD shared an update on progress under the P&OD strategic plan, recent developments in the ER climate and forthcoming changes to USS. The Committee were also updated on Diversity & Inclusion including the award winning #TogetherAgainstRacism campaign, the conclusion of the recent PDR round and management/leadership development programmes. The Committee reflected on its remit and future plans, discussing and debating a range of considerations including the length and cadence of meetings, how the group may be optimally structured and how alternative approaches and/or reduced formality may add value (particularly from lay members) earlier in the formation of proposals. The Committee noted the minutes of the most recent EDSC (14.07.23) ( <b>Annex 1</b> )& JCCN (03.10.23) ( <b>Annex 2</b> )
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	Service Excellence
Most relevant Secondary KPI it will help the university to achieve	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 25 October 2023**

**Present:** Kerry Christie (KC), Christine Barr (CB), James Hamilton (JH), Rob Goward (RG), Prof. Sara Carter (SC), Susan Ashworth (SA), Martin Glover (MG), Dr David Duncan (DD), Prof Kirsteen McCue (KM), Prof Richard Reeve (RR), Prof Carl Goodyear (CG), Prof Bethan Wood (BW), Chris Branney (CBr) (Minute) & Laura McCrimmon (LM) (Technical Support)

**Apologies:** Shan Saba (SS), Prof. Frank Coton (FC)

**Observing:** Veena O'Halloran (External Facilitator for the Court Effectiveness Review)

**Executive Summary:**

- The Committee welcomed the vision behind the future P&OD operating model and heard how the function will transition over the coming years to a user-centric model with wider adoption of self-service principles whilst enhancing the approach to strategic business partnering, backed by increased investment in new and emerging technologies.
- The Executive Director of People & OD shared an update on progress under the P&OD strategic plan, recent developments in the ER climate and forthcoming changes to USS. The Committee were also updated on Diversity & Inclusion including the award winning #TogetherAgainstRacism campaign, the conclusion of the recent PDR round and management/leadership development programmes.
- The Committee reflected on its remit and future plans, discussing and debating a range of considerations including the length and cadence of meetings, how the group may be optimally structured and how alternative approaches and/or reduced formality may add value (particularly from lay members) earlier in the formation of proposals.

**POD/23/22 - Welcome & Apologies – Opening Remarks**

KC welcomed the Committee in her new role as Convenor. Apologies were noted from SS and FC (with CG deputising for FC). RR and BW were welcomed as new members of the Committee.

**POD/23/23 – Update from Court**

KC summarised key updates from Court covering estate development and accessibility, cyber security, the geopolitical landscape, challenges in attracting and retaining talent and the continued growth in the environment, sustainability and governance (ESG) agenda.

Key priorities include responding to reduced student intake, diversification of the student profile, improving grant application success rates, defending against cyber-terrorism and managing impacts of industrial action on learning. Other points of note included the University's rise from 81 to 76 in QS world rankings and an acknowledgement that the University had implemented all formal recommendations of the Ross Report.



## POD/23/24 POD Operating Model

CB summarised the context of forthcoming strategic changes in the P&OD operating model, which will see a transition over the coming years to a user-centric model broadly based on the 'Ulrich' model and the Global HR design developed by Civil Service HR and Deloitte, informed by thought leadership from the CIPD. This approach is considerate of available and future technology, wider adoption of self service and enhancing the maturity and consistency of our approach to business partnering. Available benchmarking data makes it clear that overall spend for the size and scale of the department is aligned with comparators, but there is a disproportionate spend on transactional activity.

The team is in the early stages of this transition with the emphasis to date on business change to ensure effective adoption. Early piloting will help test and measure, to ensure correct resources are in place and early progress is already being made under three key areas covering Shared Services, UKVI and Case Management.

Investment will be required in new technology, including expanding on existing Robot Process Automaton (RPA), however within the current AY work is being carried out on a cost-neutral basis with future budget submissions to be made in the next strategic planning round.

JH presented an overview of the Target Operation Model (TOM), illustrating how a tiered model will deliver effective and efficient services to customers regardless of their role. This will range from enhanced self-service provision through to more specialist 'Centres of Expertise' (e.g. Talent Acquisition, Organisation Design & Development). The model will be further enhanced through strategic business partnering and increased focus on enhancing workforce strategy. As trusted advisers, Business Partners understand local priorities, pressures, needs and constraints whilst Strategic Business Partners are visible, proactive and highly trusted advisers to Senior Leaders.

Technology-enabled triage will serve as a 'front door' into P&OD services, which will be accessible online using any device, and whilst AI will increasingly play a role it will never make decisions (but will operate based on policy parameters).

The Committee welcomed the vision for the future operating model and offered feedback and constructive challenge, noting the model is well aligned to what exists in other sectors / organisations and the likely 'shelf-life' of our existing people system [PXD]. Concerns were raised around existing systems not being user-friendly and the website being difficult to navigate. SA can explore concerns relating to the Ivanti system and it was acknowledged that the website does bring challenges, with work ongoing to explore how to improve this. It was noted that technology constraints were less of a concern in the present day (due to mobile phones) but challenges are instead presented through middle managers enquiring about relatively simple matters.

The Committee heard concerns around AI/automation being helpful until a complex enquiry is received which brings the risk of barriers to the service. It was countered that the model is designed around a system of triage that will not close down routes to 'human' support for complex matters which are routed more quickly to where they need to go. It was acknowledged that the service must not become 'remote' but remain aware of local nuances.

The Committee advised that the behavioural aspects of change must not be underestimated, both within the service and also in respect of consistency with other service models. It was noted that P&OD were frontrunners in many respects and others may follow suit over time.

It was suggested that the team remains clear on what problem is to be solved by the change, noting that this was probably implicit in the plans but could be made more explicit. This approach can be particularly helpful when engaging with stakeholders and consideration should be given to utilising personas/lived experiences or other marketing techniques to articulate the benefits up front.

The Committee also questioned how the plans interact with the Transformation programmes, in response to which CB confirmed that partnerships are established but the onus is on P&OD to own the changes we aspire to deliver.

The Committee looks forward to hearing further updates on progress in due course.

## **POD/23/25 Strategic Update**

### People & OD Strategy (2020-25)

Approaching the final year of the current strategic planning cycle, c.85% of strategic deliverables have been achieved in addition to a voluminous operational portfolio with P&OD increasingly influencing strategic imperatives to achieve successful outcomes.

Positive work continues on nurturing our values-led culture and this year's Colleague Engagement survey is currently live until 3 November 2023. The Committee will hear feedback on this at the next meeting.

There has been a notable increase in the complexity of ER case work at local levels. This was linked to issues increasingly being 'rooted out' (relating to other aspects of culture change) and tribute was paid to Heads of School/Service who have increasingly stepped up to the plate in the management of such matters.

The introduction of Professional Services Career Pathways and re re-calibration of our Pay & Grading structures (previously brought to the Committee) remain on track with delivery anticipated over the next 12 months or so.

### Employee Relations – National Climate & Pay Negotiations Update

Unrest has persisted with recent action involving three of four campus trade unions taking strike action (5 days each) between 13 and 28 September. UNISON and Unite mandates remain open until early in the new year. UCU's previous mandate ceased on 30 September and the outcome of a second UCU ballot for further action is due circa 3 November.

The UCU Marking & Assessment Boycott (MAB) ran from 20 April to 6 September and had a variable impact across subject disciplines, with substantial disruption in Arts & Social Sciences. The University was able to graduate all students eligible to do so, however c.650 students graduated without a degree classification (now rectified).

An impasse remains at a national level with little prospect of an agreement being reached soon. It is understood that preliminary collective discussions have begun with trade unions on the financial stability of the sector. The national position is frustrated by most post-92 institutions not having been affected by the action, with many of these universities financially strapped and unable to afford such pay settlements that might alleviate the situation. The University has taken a public position on the pay claim and supports further talks at a national level to secure an improved pay offer (either in the 2023 uplift or an advance on the 2024 uplift).

The Committee recognised that local conversations had been productive, leaving the door open to progress on other matters. The Committee questioned the role of national bargaining given the challenges faced by post-92 institutions and it was noted that whilst discussion has taken place in this regard in the past, there have been no major developments of note and there is no certainty as to where such a move would lead.

### USS

The triennial valuation of the USS pension scheme has resulted in a significant positive turnaround in its funding position due to broader economic developments. Scheme improvements (to a pre-April 2022 level) are now proposed from 1 April 2024 to include a higher salary threshold, a higher accrual rate for Defined Benefits (DB) and a higher cap for future pension increases. It is anticipated the combined contribution rate for the DB elements of the scheme will be 20.6% with potentially 6.1% member contributions and 14.5% employer contributions. These are provisional figures at this point subject to the statutory consultation process and subsequent determination of contribution rates by the JNC. A series of colleague consultation webinars are underway. The Committee welcomed the positive developments and noted some hesitancy around the changes swinging too far (and putting future benefits at risk again), recognising the importance of taking steps to protect benefits through future valuations.

### Diversity & Inclusion

The Ross Report Subgroup of SMG has duly completed its recommendations, with ongoing governance of any remaining actions now delegated to the Gender Champion and the Gender Equality Group. The University is now planning a Gender-Based Violence Campaign (“#TogetherAgainstGBV”), which will be developed collaboratively across several functions.

The Committee extended its congratulations to the Equality, Diversity & Inclusion Team and colleagues in External Relations following their success in winning the Diversity Campaign of the Year for the #TogetherAgainstRacism campaign.

A highly successful Hidden Disabilities event took place with senior leaders from across the organisation in September. The event had a profound impact, with senior colleagues hearing about the lived experiences of three colleagues working with an unseen disability. Work is underway to explore how best to replicate these successful events.

### UKVI Developments / Global Mobility

Proposed increases to immigration and nationality application fees (c. 15-20%, subject to Parliamentary approval) will, combined with scheduled increases to the Immigration Health Surcharge, result in a significant increase in costs for the University as we continue to support new strategic talent from overseas.

### Performance & Reward

The Academic Promotion cycle has concluded with a 5% increase in applications (18% over the last 3 years). Analysis highlights a marginally higher success rate amongst our female population (85%) in comparison to males (84%). Male applicants are however growing at a faster rate and such trends will continue to be monitored and reviewed. The number of

BAME applicants has increased in comparative analysis against overall applicant numbers with 87% of BAME applicants were successful compared to 84% of White applicants.

Following an 84% increase in zone movement applications (46 in total), 52% of female applicants were successful compared to 68% of male applicants. The difference was noted and it was agreed that these would be monitored accordingly to identify any emerging trends or actions required.

This year's PDR round concluded with a completion rate of 90.8%. This was highly encouraging at already 5% higher than the equivalent point last year. The Rewarding Contribution process is now underway following its suspension last year.

Gillian Shaw (Head of P&OD – College of Arts & Humanities/Interim Director of Performance and Reward) will attend the next Committee meeting to give a fuller update.

### Organisational Development

HeadStart – a new programme to support incoming Heads of School – has received excellent feedback from its seven participants. The 2023-24 Leadership Programmes attracted significant interest from 125 applicants in total (for 80 offered places) and plans are underway to align potential demand with places in the future. A new 'Management Refresher' is being developed to bridge the gap felt by many colleagues between early-stage management development and the leadership development programmes.

### **POD/23/26 Committee Remit & Future Plans**

CB offered a brief history of the Committee before discussion on the Committee's remit and future plans commenced. As one of six sub-committees of Court, the Committee is responsible for the oversight, approval and ongoing development, implementation and delivery of the People & Organisational Development Strategy and related plans. Through historic Court Reviews the Committee reduced from 5 meetings per academic session to one per term. Committee members and other senior figureheads have raised questions around the Committee's raison d'être. Whilst acknowledging the hugely valuable updates, information sharing and year on year reporting, there is recognition that the Committee does not have any formal decision-making remit (despite constructive challenge and independent scrutiny being duly reflected in future plans and actions).

The Committee is reliant on the goodwill and precious time of external professional practitioners required to attend lengthy Committee meetings (inc. travel time) during their busy schedules and there is an understandable desire to explore options that make this vital governance role less time consuming.

Intelligence from other Russell Group Universities highlights that there are no governance arrangements in c.33% of the group. Around 50% of the group have variously named advisory committees for the purpose of providing a degree of oversight, challenge and feedback. Meetings tend to take place twice per session for up to two hours, with decision making authority resting with executive teams in the main. Some institutions provide an annual update to Court/Council. A significant number have taken the opportunity to merge their 'People' Committee with the Equality, Diversity & Inclusion governance structures.

The Committee discussed views on the prospect of a different meeting structure/cadence and associated composition whilst preserving much valued external scrutiny. Questions were

raised around what P&OD Committee achieves that isn't already covered at Court, expressing that there must remain a very clear remit as to why an additional committee is required.

It was noted that the work of P&OD is vitally important to the University and as a result it is essential to find a balanced solution that doesn't take away that visibility.

It was acknowledged that the Committee does allow valuable time to discuss important matters however perhaps the group could be more 'fleet' and give consideration to how the group is structured to ensure membership moves over time and that fresh ideas are maintained. Consideration could be given to introducing an element of decision-making powers, but care must be taken not to establish another negotiating forum as this is covered elsewhere.

Discussion followed on the consideration of less frequent meetings (for shorter periods of time) with less rigid agendas to avoid significant volumes of papers and there was broad support for the general principle of such an approach, including an appetite for less formality and less paperwork (and the preparation time that comes with this). Perhaps a topic-based approach (with appropriate introduction) would prove effective with fewer demands may improve the recruitment and retention of external members. It was noted that time per se was not the main issue, but members were keen to ensure their value is maximised.

There was in turn concern raised around Court having less time for the detail that the Committee can give to issues brought forward. It was also suggested that consideration be given to a more innovative model that supports others (particularly external contributors) being involved in the earlier stages of proposals, thus giving greater opportunity to shape proposals (e.g. as an Advisory Group).

The group's discussion outputs would be referred to the Convenor of the forthcoming Court Review Process to inform the future remit and purpose of the governance infrastructure of Court and its sub-Committees.

### **POD/23/27 People Analytics**

CBr provided a summary overview of the circulated data pack, noting continued headcount growth overall (+6.3% with an FTE increase of 5.9%), with a 5.2% increase in academic headcount. The University's contingent international staff population also continues to grow (RoW staff +28.3% vs July 2022). New vacancies were down 1.8% vs 2021/22 but still 27.7% higher than 2020/21. This included increases in Clinical, MPA and Operations families but drops in Research & Teaching and Technical & Specialist roles. It was acknowledged that funding pressures will affect recruitment figures in the coming period. RR commented that within the 'Clinical' job family there are Clinical and Veterinary Clinical staff and it may be helpful to break these down further. There was a slight drop in the gender pay gap of 0.1%, down to 12.6% overall.

Voluntary turnover was down 0.8% on 21/22 and up 1% on 20/21, noting that there is a natural fluctuation over the AY but overall trends remain consistent. An increase in non-voluntary turnover within the Technical & Specialist job family related to the winding down of the Lighthouse Lab. Non-voluntary turnover is also higher in the College of Arts and Humanities due in particular to the concentration of GTA/PHD Student (Tutor) roles. There was a slight growth in disability declarations in the 2023 year-to-date, up from 5.3% to 6.7%.

Questions were asked around the tracking of L&D expenditure and it was stated that this is not done directly in P&OD but may be obtainable via Procurement, however there would likely be challenges around how spend is categorised/coded and this could be a significant piece of work. In a similar vein, Academic Promotion data has been hugely helpful in giving insights around promotion and progression and emerging data is similar benefitting US professional roles, showing high percentages of colleagues in the top range (9 box grid). This makes for encouraging reading (driven by individuals being open to Secondments and other opportunities) and having more data on this in future may be helpful. Another suggestion for future consideration is the analysis of data on 'critical roles'.

**POD/23/28 Draft Minutes of EDSC (14.07.23) & JCCN (03.10.23)**

The notes of the July EDSC and the October JCCN were duly acknowledged, with substantive items having already been covered in the earlier discussion and updates.

**POD/23/29 Minute of Meeting & Matters Arising (21.06.23)**

The note of the previous meeting was approved. There were no matters arising.

**POD/23/30 Closing Remarks**

The next meeting of the Committee, currently scheduled for March 2024 is likely to move back into April 2024.





**Equality and Diversity Strategy Committee**  
Minutes of Meeting held on 14 July 2023 at 10:00  
Zoom Meeting

- Present:** Prof Sir Anton Muscatelli (Convener), Mr Tony Anderson, Mrs Christine Barr, Prof Sara Carter, Dr June Milligan, Ms Hailie Pentleton-Owens, Miss Rachel Sandison, Ms Mhairi Taylor, Ms Jane Weir (vice Dr Robert Partridge)
- Apologies:** Prof Muffy Calder, Dr David Duncan, Dr Robert Partridge, Prof Moira Fischbacher-Smith, Ms Kirsteen Fraser, Mrs Emma Gilmartin, Ms Uzma Khan, Prof Iain McInnes, Miss Rachel Sandison
- Attending:** Mr Clarke Elsby, Mrs Clare Craig, Dr Katie Farrell, Mrs Janell Kelly (clerk)

**Welcome and Apologies**

The Convener welcomed members to the rescheduled meeting. He welcomed H Pentleton-Owens and T Anderson in their roles as new SRC President and SRC VP Student Support. He also welcomed C Elsby, Estates' Building Surveyor and Accessibility Officer, attending to speak to Agenda Item 2.1 and Jane Weir, Director of Student Support & Wellbeing, attending to speak to Agenda Item 6, as R Partridge has moved to a new role.

The Convenor noted C Craig, Head of Student Wellbeing & Inclusion, would also join the meeting later in relation to Agenda Items 4 & 5. Members noted Dr Farrell, the Equality and Diversity Unit's Senior Equality, Diversity and Inclusion Policy Adviser was attending to observe the meeting.

Members noted, although a number of apologies had been received, the meeting was quorate.

**1. Minutes of the previous meeting – EDSC/20230312/Minutes 1.0**

The minutes were approved.

**2. Matters arising – Paper 1**

Members noted items marked for Estates would be covered under Agenda 2.1 by C Elsby. M Taylor provided updates on the remaining outstanding items.

**Action 3 – Non-academic student misconduct**

M Taylor advised an update on the changes to Code of Student Conduct is also provided within the Ross Report update (Paper 3). She clarified non-academic misconduct is now part of Legal and Governance. An update on revising the related processes and procedures, aligning them with the new staff Code of Professional Conduct and the recommendations from the Ross Report, will be sought for the next meeting.

**ACTION: EDU**

**Action 4 – Evidentiary 'grey areas' in relation to disciplinary cases**

The Convener agreed to close this action, as K Fraser had been unable to clarify with D Thomas what their

original request from June 2022 related to.

Action 8 – SFC’s ‘Persistent Inequalities’ and National Equality Outcomes (NEOs);

M Taylor will follow up with Planning, Insight & Analytics and Gregor Caldow, Executive Director of Finance, on the potential to include reporting on SFC’s NEOs within the University’s Annual Report.

**ACTION: EDU/C Barr**

Action 9 – Unions involvement in future equality related campaigns

Members noted the item remained outstanding.

**ACTION: K Fraser**

**2.1 Estates Disability/Accessibility – Paper 2**

C Elsby, Estates’ Building Surveyor and Accessibility Officer, provided members with a comprehensive update on the completed, planned, and future works within the Estates Directorate to improve accessibility on campus as shown in Paper 2.

C Elsby confirmed he has been working with relevant Services across the University to both address accessibility needs as they arise and to plan future upgrade/refurbishment projects. Members welcomed the recent approval of a £5m budget for extensive accessibility related upgrade to the Kelvin Building with works due to start in October 2023. Members noted the long planned accessible toilet for the Committee Rooms area and the accompanying lift upgrade for the Gilbert Scott building will be further delayed due to structural and layout concerns. C Elsby agreed to investigate the possibility of prioritising the lift and accessibility works in the Adam Smith Building, due to the volume of teaching delivered in this venue.

**ACTION: Estates**

The Convener and C Barr thanked C Elsby for his work on all the projects and welcomed the progress made across a broad range of accessibility improvements.

**3. Equality Champions Updates**

**3.1 Disability**

C Barr advised the Disability Service’s case management system had now been implemented. She reported Kirsten Swankie, Head of Admissions, had updated the Disability Equality Group (DEG) on recent system changes, allowing students to declare a disability much earlier in their application and admissions process. As a result, Disability Service are now able to proactively contact those students to discuss their support needs. C Barr welcomed the ongoing commitment to further integrate the Disability Services’ new system with Admissions and MyCampus information.

Members noted DEG also heard the review of the new support model for disabled colleagues had identified areas for enhancement which will improve its effectiveness. Other topics discussed by DEG included the updated Accessible and Inclusive Learning Policy, the new Disabled Student Commitment introduced in England and Wales (Paper 7) and a new project aimed at creating an inclusive and supportive environment for colleagues with severe mental illnesses. C Barr confirmed EDSC members would receive an invite to the ‘Hidden Disability’ session on 16 August 2023.

**ACTION: EDU**

J Weir observed, through her roles as Chair of the University’s Fitness to Study panel, she has become aware many colleagues across the University do not have a good appreciation of the impact of hidden disabilities or how to assist those students; this results in poor learning experiences for some students.

With this in mind, she confirmed she would discuss future opportunities to address this lack of understanding with C Barr.

**ACTION: J Weir**

#### **4. Ross Report Recommendations Updates**

##### **4.1 Ross Report SMG Sub-Group Report – Paper 3**

S Carter provided members with an overview of the progress made in responding to the recommendations from the Ross Report, as shown in Paper 3.

Members welcomed the main changes to the Student Code of Conduct and noted a consultation is underway on a fuller revision, with implementation planned over the summer, prior to full approval by Senate in October. In response to J Weir's enquiry, S Carter confirmed Prof Marting Hendry, Clerk of Senate, is leading the review.

S Carter highlighted the increased resources allocated to establish the new Safeguarding Team. Members also noted the additional resource allocated to the Gender Based Violence (GBV) Counsellor, while acknowledging the challenges for recruiting such a specialised role to cover 0.2 FTE. S Carter reported EDU has led on co-ordinating an agreed approach to complex cases. Members noted External Relations were leading on improving communications and welcomed the planned 2-stage campaign.

##### **4.2 Ross Report SMG Sub-Group Action Plan – Paper 4**

S Carter confirmed a University-wide communication on progress was issued on 26 June 2023 and drew members' attention to the lasted updated Ross Report Action Tracker. She stated the University expects to have fully complied with all the Report's recommendations before the start of the new 2023/24 academic year.

C Craig advised progress filling the Safeguarding team posts has been slow, with only one Safeguarding Officer currently in post; the other three posts are being readvertised. M Taylor expressed the view that while development of the University's GBV campaign has continued, there is some nervousness about the possibility of launching it without having these specialist posts in place.

The Convener asked if consideration had been given to utilising appropriate professional services colleagues to reduce the backlog in non-academic misconduct cases. M Taylor advised any cases relating to GBV will only be dealt by those colleagues who have received the relevant sexual harassment investigation training; this group is a mix of academic and professional services colleagues.

#### **5. Inclusive Community – Online Reporting Update - Presentation**

M Taylor reminded members previous data on bullying, harassment had been based solely on information provided by members of the Respect Advisers Network and confirmed from 2011/12 to 2018/19 annual case numbers varied from six in 2014/15 to 58 in 2018/19.

Reports relating to bullying, harassment and sexual violence are now predominantly received through the University's student and colleague reporting tools, which utilises the Ivanti system. The following information is based on this data set.

Student Reports:

- 375 reports received since January 2021, increasing each year with 175 in 2022-23 alone.
- 74 recorded with a Status of 'Closed', 84 are 'In Progress', and 217 remain as 'Logged'. 'Logged' denotes a report has been made but no progress has been recorded within Ivanti.
- Where an Outcome was recorded, 35 were referred to Wellbeing Services, 11 were referred to Senate, 7 were referred on to Police Scotland or other external services. 47 reports have an outcome of 'Closed - no further action'.
- 275 cases currently have no Outcome recorded, indicating a lack of consistency using the Ivanti system.
- There may be duplicated entries as First Responders currently have to create a 'report' after having spoken to a Reporting Party in order to provide an update on the case.
- Bullying, discrimination, sexual violence and sexual harassment were the most common report type.
- Gender/Sex and Ethnicity were the most commonly reported targeting factor.

**Colleague/Staff Reports:**

- 71 reports received since March 2022, with 59 in 2022/23.
- 68 reports have a status of 'Closed', and 3 remain 'In Progress'.
- All 'Closed' reports have an Outcome recorded – colleague reports have a wider variety of options to record Outcomes. These include designations for spam reports (23), closed at the request of the reporting party (1), transfer to POD Case Management (4), and anonymous reports where investigation is not possible (1).
- Bullying, discrimination and victimisation were the most common report types, followed by harassment and sexual harassment and violence.
- Targeting factors echo those of student cases, with the highest number of incidents relating to Gender/Sex and Ethnicity.

Members welcomed the recruitment and training provided to 38 new Respect Advisers and 61 First Responders since 2020. Members noted the 'Together Against Racism' campaign and the Ross Report may have influenced student and staff's awareness of reporting mechanisms and their willingness to report and seek support.

M Taylor highlighted recent improvements to the colleague/staff reporting system include the capacity to refer cases to Respect Advisers; the ability to email Reporting Parties; creation of a 'convert to POD case' option which transfers the case over to local POD colleagues; and an option to transfer a case to the student system where the wrong reporting tool had been used; all from within the Ivanti system improving data security.

C Craig advised the new Safeguarding team will have responsibility for dealing with student reports going forward. This will give a more consistent approach to support and for updating case notes and outcomes. She advised system improvements are also planned for the student reporting system.

M Taylor, H Pentleton-Owens and C Craig all reflected that discussions have shown most Reporting Parties are focussed on accessing support in a timely manner rather than simply reporting incidents, taking

forward formal processes, or making onward reports to Police Scotland or Conduct. C Craig advised, as a result, the outward facing student webpages were amended to emphasis the support services/routes available but she acknowledged further development would be welcomed.

C Craig stated the current alternative market-leading tool (Culture Shift's Report + Support) is very agile and can be changed quickly in response to data trends, demands and different categories of reports and, despite planned improvements, the University does not currently have the capacity to be as responsiveness. She suggested further consideration be given to whether to continue to develop the current tool or look at adopting the market-leading tool which is used extensively across the sector.

The Convener and S Carter agreed the Ross Report Implementation Group should receive a presentation from Culture Shift to allow comparison against the current webpages and Ivanti system. M Taylor agreed to seek an opportunity for that through the Principal's Office. S Carter agreed to update EDSC on any decisions made.

**ACTION: EDU/S Carter**

#### **6. Student Wellbeing Framework Review - West Report – Paper 5**

J Weir provided members with the background to the latest review report carried out by Dr Andrew West, noting Dr West's previous review recommendations led to the creation of Student and Academic Services Directorate and the specialised services of Student Support and Wellbeing, Student Engagement and Careers and Global Opportunities within that. Members noted the Student Support Officer role was then introduced in late 2021, as an additional layer of support for students based in Colleges and Schools.

J Weir advised Dr West was engaged to review the wider Student Support framework but also look at the effectiveness of the Student Support Officer role. She highlighted the final report makes nine key recommendations (shown on Page 25 of the Report) which should be addressed within the wider strategic frameworks across the University. As a result, an Implementation Group, with cross university and student membership, will be formed to take these forward. J Weir advised a new Student Support Service Manager, who will provide dedicated leadership, should be in place for the start of the new academic year.

J Weir advised discussions are ongoing on how Student Experience Strategy funded projects can be integrated with the report's findings and hoped to discuss this further at an upcoming Student Experience Strategy Delivery Board meeting. J Weir noted the Implementation Group will begin to map out how and when to tackle each recommendation but expected the operation of the Student Support Officer model will be prioritised, while other potential Service restructuring will be longer term actions.

The Convener asked members to pass any comments on the report's recommendations to direct to J Weir. He also stated EDSC would welcome an update on progress at a future meeting.

**ACTION: All/J Weir**

#### **7. Staff Related Items**

No additional staff issues were raised.

#### **8. Student Related Items**

No student related issues were raised.

**9. Equality Champions Update continued**

**9.1 Gender (Sex)**

S Carter provided members with an update from the latest meeting of the Gender Equality Group. She reported the Ross Report Recommendations (RRR) continue to be a high priority for the Group. The Group recommended, in order to ensure all the changes resulting from the RRRs are having the desired effect, that the University implements an impact evaluation process. She also advised that while there are complex reasons for them, the Group felt it needed to have full discussions on the University's decision not to become involved with the Emily Test Charter and not to make the SRC's consent training mandatory for students. The Convener noted SMG had expressed concerns over the political pressure put on universities to join the Emily Test.

M Taylor noted that while charter marks like Athena Swan and the Emily Test can and have galvanised change, these are not always required to bring about cultural and systemic improvements, as seen through the University's own Understanding Racism, Changing University Culture (URTUC) report and action plan. She expressed the view that the Safeguarding team would be best placed to advise on the Emily Test.

H Pendleton-Owens noted EDSC had previously approved making the Consent module mandatory for students and expressed the SRC's concern this had been overturned without consultation with the SRC's or EDSC members. M Taylor confirmed EDSC had approved the mandating of the Consent module in June 2021 and confirmed there were practical technical difficulties for implementing it. She noted C Craig had authored a paper on these issues, which had been discussed extensively outside EDSC. M Taylor suggested both the Gender Equality Group and the Ross Report Implementation Group discuss this further before bringing any additional representations to EDSC.

**ACTION: S Carter/SRC/EDU**

**9.2 Age**

M Taylor reported the Student Experience Committee (SEC) and Learning and Teaching Committees received an update to a 2018 report on Mature Student Experience, from the Retention and Success Steering Group. The reports recommendations are expected to be taken forward by SEC. M Taylor noted the one area of the SFCs National Equality Outcomes which is not covered by the University's current PSSED Outcomes relates to support for mature students.

**9.3 Mental Health**

M Taylor reported the Mental Health Group received a presentation from Health Assured who provide both staff and student support through their Crisis Lines. Members noted feedback from service users have been very positive. Members welcomed the Mary Burns exhibition being held in the ARC building as part of the Scottish Mental Health Arts Festival.

**9.4 LGBT+**

M Taylor reported two incidents of homophobic and transphobic related bullying in two separate Schools within the College of Science and Engineering. She confirmed EDU have provided support and advice to both Schools to address this and to support the two students involved. She advised EDU have also provided training on LGBT+ issues to Student Support Officers.

**9.5 Race**



M Taylor advised the Race Equality Group heard from Dr Collete Mair about her work on Decolonising Mathematics. She noted such work can be prove difficult in some subject areas, but the Group were surprised by the evident resistance to and her motivations for undertaking it, from some of her academic colleagues. M Taylor report the Group also considered the Ethnicity Pay Gap data and been discussion recruitment issues, especially important due to the University's KPI in that area. Additionally, the Group reviewed External Relation's report on the uptake of University scholarships by ethnicity. Members noted South Asian History month is being marked by the University, with the support of the Global Majority Network, through imagery celebrating our colleagues of South Asian heritage shown across the campus digital screens.

#### **9.6 Religion and Belief**

M Taylor reported the newly established Chaplaincy Advisory Group has held its first meeting. Members noted the Student Experience Strategy investment bid to fund a Diversity Chaplain, from a non-Christian background, to support our diverse student community and also support events for those communities in order to build a more inclusive and welcoming University and foster a sense of belonging.

#### **9.7 Sanctuary – Paper 6**

Members noted the update provided by R Sandison on the events to mark Refugee Week 2023 and welcomed the planned reconvening of the University's Sanctuary Working Group.

### **10. Items for Information**

#### **10.1 The Disabled Student Commitment – Paper 7**

Members noted Paper 7 which was provide for information only.

### **11. Any Other Business**

The Convener noted this was the last EDSC meeting for J Milligan, as her position on Court was coming to an end in September 2023. Members wished her well and thanked her for all her considered contributions to the work on Court and this committee.

**Date of Next Meeting:** 6 December 2023.

## Joint Committee of Consultation & Negotiation (JCCN)



### JCCN MINUTE

3<sup>rd</sup> October 2023  
15.30-17.00

#### Present

David Duncan (DD)  
Christine Barr (CB)  
Claire Williamson (CW)  
Chris Branney (CBr)  
Gregor Caldwell (GC)  
Alex Gibson (AG)  
Chris Kennedy (CK)  
Sophie Watson (SW)  
Richard Reeve (RR)  
Scott Hurrell (SH)

Vice Principal – Operations / Chief Operating Officer  
Executive Director of People & OD  
Head of People & OD – US & Employee Relations  
Employee Relations – Lead  
Executive Director of Finance (SMG - Deputy for FC)  
GMB  
UNITE  
UNISON  
UCU  
UCU

#### In Attendance:

Nadia Ness, Executive Director of Transformation & Ciara Lightbody, Director of Business Change – Item 2

#### Apologies

Frank Cotton

No.	Item
JC351	<b>Welcome, Note &amp; Matters Arising</b> DD welcomed everyone to the meeting. GC was in attendance as FC's deputy. There were no outstanding matters arising.
JC352	<b>WCG – Transformation Introductions &amp; Overview</b> NN and CL joined the JCCN by way of introduction to TU colleagues, to provide a brief overview of the current transformation projects and to consider ways in which the team can work more collaboratively with TU colleagues. Current themes and projects being led by the transformation team include: <ul style="list-style-type: none"><li>• Enabling Growth - Timetabling</li><li>• Student Experience - Assessment &amp; Feedback and Onboarding</li><li>• Service Excellence - Automation Service and Purchase to Pay</li></ul> NN highlighted that colleague pride in the success of UoG is very apparent, whilst acknowledging workload pressures impacting the multiple projects and strategic initiatives which will require better prioritisation to make meaningful progress. TU colleagues welcomed the opportunity to work more closely with the Transformation team and to assist with the staff voice and how projects and impacts correlate with the people on the ground.
JC353	<b>Financial Overview</b> GC spoke to slides outlining the current <b>financial position</b> v the budget. The full financial statement will go to Court in November prior to being published. The key focus surrounded the c.2000 drop in the 2023/24 international student intake and whilst the University is hopeful that

this will only be an issue this year, we will be closely monitoring the ongoing impact. Should the trend continue into A/Y 2024/25 we would need to adjust the budget accordingly. Colleges/US have been tasked with making savings in excess of £26m, which assumes payroll savings of £5m and further revenue savings of £6m yet to be identified. Further, there are risks surrounding £4m voids linked to residences, the compound impact of any uplifts in salary beyond budget and any pricing reductions.

FC/GC will meet with all budget holders before the end of October to discuss ongoing investments in terms of what is business critical and what might be paused. SH questioned if it might be premature to take such action, with GC suggesting that it is prudent financial management to invest when you generate more and to make savings when you generate less. RR enquired as to whether the issues related to particular subject disciplines. GC clarified that the variances are across a number of disciplines with some areas also showing growth.

Provisional valuation results of the **USS Pension Scheme** indicate a potential surplus of around £7.4bn with confirmation of the actual position anticipated imminently following the closure of the employer consultation on 29 September. The improvement in position is mainly driven by rising interest rates lowering the scheme's liabilities. If technical provisions are confirmed as per the provisional valuation we anticipate a reduction in both employee and employer contributions rates. The member consultation on the proposed changes will run from 25 September to 24 November. Staff consultation meetings have been scheduled to consider; proposals relating to employee and employer contribution rates, increase in accrual rates from 1/85<sup>th</sup> to 1/75<sup>th</sup> for the defined benefit section, an increase in both salary threshold and inflationary protection to pre-April 22 levels.

RR questioned the UoG's position surrounding the longer-term sustainability of the scheme should the contributions be so significantly reduced. GC noted that UoG supports the best option in terms of affordability for staff given current cost-of-living pressures, and the strain on budgets of other HEIs which remain in deficit. The UoG does not advocate for the estimated surplus to be used to reduce member or employer rates as this needs to be retained as a cushion to protect the scheme over the longer term.

#### JC354 **Remit & Membership Review**

The committee reviewed the remit and membership and are comfortable with the membership changes. It was agreed that CBr would make some further amendments regarding the quorate membership to align it with the recognition agreement. **Action CBr** to circulate amended copy for offline approval.

#### JC356 **Employee Relations Updates**

Productive meetings took place at a national level considering the performance of the sector as a whole, with a further meeting anticipated soon.

The committee supported the view from CK surrounding the importance of continued pressure on the Government to support the sector at a Scottish level.

CB is meeting with RG peers this week where discussions will focus on the ongoing industrial action and national impasse.

Locally we continue to work hard to mitigate the impact of industrial action on our students and to complete all outstanding marking as soon as possible.

UCU currently has a ballot to secure a mandate for further IA, which will close in early November. Unison and Unite have five months left on their secured mandates.

RR expressed concern around the tight deadline for the USS negotiations and subsequent roll out of changes, which GC believes have been put in place in an attempt to reduce contributions as soon as possible given current financial pressures on members and employers.

The Organisational Change, PRG & CCF papers were noted as read with no questions raised. It was noted that PRG are currently focusing on upcoming legislative changes.

CK expressed concern surrounding the timeline slippage on casework and whilst there are often mitigating factors which cause this, there is concern around the impact on everyone involved.

JC357 **AOCB**

The SFC have notified the University that the funding of our two innovation centres - CENSIS (18 staff) with a funding end date of 31.07.24 and Precision Medicine (6 staff) with a funding end date of 30.09.24 no longer meet the principles for investment beyond their current funding. Uzma Khan and Neil Bowering are now reviewing options (including options for self-financing). Further information will follow in due course.

TU colleagues expressed concerns being brought forward by their members surrounding the introduction of MyMac and MyPC and the lack of clarity around what JAMF is doing and/or being used for. DD noted that Mark Johnston has been working on a response, but it was felt that inviting IT colleagues to a future TU meeting would be beneficial as DD did not anticipate the communication would answer all of the questions raised today. **Action LM** IT/TU Meeting.

**Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 22nd of September 2023**

Speaker	<b>Dr David Duncan</b>
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For information only

<b>Topic last discussed at Court</b>	Last report to Court was in <b>June 2023</b>
<b>Topic discussed at Committee</b>	N/A
<b>Court members present</b>	Dr David Duncan
<b>Cost of proposed plan</b>	N/A
<b>Major benefit of proposed plan</b>	N/A
<b>Revenue from proposed plan</b>	N/A
<b>Urgency</b>	N/A
<b>Timing</b>	N/A
<b>Red-Amber-Green Rating</b>	N/A
<b>Paper Type</b>	<b>For information only</b>

**Paper Summary**

The Committee received an update on the Estates Safety report, Gas inspection protocol, an Occupational Health and Wellbeing Report and SEPS Report. The Committee also noted the Audit plan for 2023-24. Concerns in relation to the clinical waste uplifts were reported and the next steps were noted.

The Committee also discussed the sickness absence statistics. The Committee agreed that the monthly payment for first aiders should increase from £9 per month to £20 per month for all first aiders under grade 7. David Duncan agreed to progress this with Finance.

The Committees attention a potential shortage of functioning, accessible toilets within the University. The Committee agreed that the TU's should liaise with the Facilities Management Building Surveyor, in the first instance to resolve this matter.

The Committee reviewed the TOR for the committee and no changes were noted.

<b>Topics to be discussed</b>	to note the report
<b>Action from Court</b>	as Court wishes
<b>Recommendation to Court</b>	none
<b>Relevant Strategic Plan workstream</b>	N/A
<b>Most relevant Primary KPI it will help the university to achieve</b>	N/A
<b>Most relevant Secondary KPI it will help the university to achieve</b>	N/A
<b>Risk register - university level</b>	SMG004, SMG005, SMG012, SMG013

<b>Demographics</b>	All staff, students and visitors
<b>% of University</b>	

**Operating stats**  
**% of**

<b>Campus</b>	All locations
<b>External bodies</b>	
<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

### Health Safety and Wellbeing Committee

#### Minute of Meeting held on Friday the 22<sup>nd</sup> of September 2023 at 10am in the Melville Room

**Present:** David Duncan, Sharon Burns, Mark Wildman, Cyril Pacot, Rosie Thompson, Selina Woolcott, James Gray, Gary Stephen, David Harty

**In Attendance:** Debbie Beales, Simon Ambrose, Liridona Jahdaut

**Apologies:** Peter Haggarty, David McLean, Hazel Bookham, Louise Stergar, Chris Kennedy, Gillian Shaw, Paula McKerrow, Tony Anderson, Phil Whitfield, Jenna Millar

#### 1. Minutes of the Meeting held on the 2<sup>nd</sup> of June 2023

The Minute of the previous meeting was approved.

#### 2. Matters arising

##### 2.1 Estates Safety Report (Paper 1)

The Committee noted the Paper that was circulated for information only. This report contains a summary of Estates Health, Safety and Compliance activities from April to July 2023. David Harty informed the Committee that Estates recently received their 5<sup>th</sup> consecutive Royal Society for the Prevention of Accidents (ROSPA) Gold award and gold medal which is testimony to all the staff across Estates.

##### 2.2 Gas inspection protocol (verbal update SW)

Selina Woolcott informed the Committee that SEPS have updated and published their guidance on pressure systems on the SEPS website and are working with Zurich to develop their asset register to enable more granular information to inform Colleges and Services on their specific assets.

#### 3. Introduction to Business Continuity Adviser

Selina Woolcott introduced Liridona Jahdaut, the University's new Business Continuity Adviser, to the Committee. Liridona has been in post for one month and recently attended a BC event hosted by CoAH. The event consisted of a simulation game where an AI tool has gone rogue. Liridona felt that this was an extremely useful way of engaging staff to work together to resolve any BC issues created by the exercise and hopes to incorporate similar styles of game into future UofG exercises.

#### 4. HSW/OH Rebrand (verbal update SW)

Selina Woolcott informed the Committee that Health, Safety & Wellbeing will now be known as University Safety & Resilience. The change in name will better reflect the inclusion of Business Continuity within the service and the inclusion of University in the new title will help reduce any confusion between this service and that of embedded teams with local safety roles, such as the Safety & Compliance team within Estates.



This change in name will not impact on the name or remit of the University Health, Safety & Wellbeing policy statement or Committee, which will continue to reflect all aspects of the University's duty of care for employees. The statutory aspects of work-related mental health will continue to be overseen by University Safety & Resilience.

Occupational Health are also proposing a change in their name and will be known as Health & Wellbeing. Hazel Bookham will give further details on this at the next meeting as she was not in attendance today.

## **5. Occupational Health and Wellbeing Report (Paper 2)**

The Committee noted the Paper that was circulated for information only. The Committee discussed the possibility of the University reimbursing staff who pay to receive a flu jab. David Duncan agreed to discuss this with P&OD.

## **6. SEPS Report (Paper 3)**

The Committee noted the Paper that was circulated for information only.

Selina Woolcott updated the Committee on the following actions from previous meetings:

- The use of e-scooters on campus. SEPS have published the University's policy on this, which also highlights the fire risks associated with e-scooters.
- HSE issued a letter of requirements and enforcement notice in relation to the management of biosafety which reflected a need to have defined biosafety management structures, systems and arrangements in place. Alice Gallagher, the University's Biological Safety Adviser, has drafted a report, addressing the issues raised in these letters. A main requirement was that there should be a Biological Safety Manager at Gilmorehill for MVLS (there is already one based at Garscube) and this post has now been filled by Angela Elliott.

Gary Stephen informed the Committee that, following promotion of the app during Freshers Week, over 350 new students have registered with the Safezone app.

## **7. Audit update (Paper 4)**

The Committee noted the Paper that was circulated for information only. Selina Woolcott informed the Committee that of the 7 audits that took place in 2022-23, 3 Units have completed all their actions and the other 4 Units are completing their actions satisfactorily.

SEPS have identified 10 units to audit over the course of the 2023-24 academic session. This is an ambitious target but, with the audit team now back to 4 staff, SEPS are confident that they can deliver this total. Although this is a planned programme, it remains subject to change if reactive work such as incident investigation or enforcing authority actions results in changed priorities during the year. The first audit will take place next week, at the Small Animal Hospital and Weipers Equine unit.

## **8. Clinical waste uplifts (verbal update SW)**

Selina Woolcott informed the Committee that the University's contract with SSCL, the current clinical waste uplift provider, is a complex one with many individual user accounts. When one department doesn't pay an invoice on time, this has previously resulted in complete withdrawal of the service from the entire University until payment was made. As delayed payments have once more become an issue, SEPS are working with SSCL and the University Finance Team to help resolve all outstanding invoices.

Selina asked the Committee to highlight this issue to all staff using SSCL to ensure that up to date purchase order numbers are in place prior to waste uplifts and that they are GRN'd as soon as the service has been delivered. Failure to do so could mean that SSCL again refuse to uplift clinical waste from part or the whole of the University, leading to significant non-compliance issues.

### 9. Sickness absence stats (Paper 5)

The Committee noted the Paper that was circulated for information only.

### 10. Covid (verbal update SW)

Selina Woolcott informed the Committee that there is no new Government advice at this time.

### 11. Evac Chair and First Aid Allowance (verbal update DD)

The Committee agreed that the monthly payment for first aiders should increase from £9 per month to £20 per month for all first aiders under grade 7. David Duncan agreed to progress this with Finance.

### 12. HSWC Terms of Reference (Paper 6)

The Committee noted the Paper that was circulated. To maintain the accuracy of the UofG Corporate Governance webpages, the Court Office asked the HSWC to review their current ToR. The Committee agreed that they endorse the ToR as it currently stands.

### 13. Any Other Business

- **Reinforced autoclaved aerated concrete (RAAC).** David Harty informed the Committee that Estates have assessed all 367 buildings within the University to identify which buildings have RAAC and then categorise them from 1-4 (1 being most likely to contain RAAC). To date, 4 locations have been found to contain RAAC, all of which have been declared low risk. Despite the low risk, all 4 locations have had measures put in place to ensure that there is no danger to life and an official communication on this will be sent out to all staff and students shortly. The Committee thanked everyone involved in this huge project for their hard work.
- **Portable Appliance Testing (PAT).** The Trade Unions brought to the Committees attention that a member of staff who currently completes PAT for their areas is concerned that they may lose their job now that CBRE are in place for PAT. The Committee assured the TU's that areas can opt out of CBRE completing PAT for specialised areas such as labs.
- **Accessible toilets on campus.** Rosie Thompson, from CoSS, brought to the Committees attention a potential shortage of functioning, accessible toilets within the University. The Committee agreed that the TU's should liaise with Clarke Elsbey, Facilities Management Building Surveyor, in the first instance to resolve this matter.
- **Health and Safety rep for Davidson Building and Joseph Black Building.** The Trade Unions brought to the Committees attention that there didn't appear to be a H&S rep for these buildings. The Committee discussed that when Paul Phillips, the original H&S rep left, he was replaced by Paul Fairie. Now that Paul Fairie has left, Phil Whitfield, MVLS Head of Facilities will take on this role.
- **Personal Emergency Evacuation Plan (PEEP).** Rosie Thompson, from CoSS, brought to the Committees attention an issue during a fire drill. Prior to the drill, everyone in the building with a PEEP was told that this was a drill and that there was no need to evacuate. One person did not have a PEEP for this building and thought it

was a real drill causing them panic and distress. The Committee discussed the fact that all PEEPs should be on the SafeZone app as this makes the PEEP person driven, rather than building driven.

#### **14. Date of Next Meeting**

The next meeting of the HSWC will take place at 10am on Monday the 4<sup>th</sup> of December 2023 in the Melville Room.

DRAFT



**Court - 22 November 2023**

**Annual Report for the Scottish Funding Council**

**Institutional Report on Quality Assurance and Enhancement -  
Academic Year 2022-23**

**Professor Moira Fischbacher-Smith (Vice Principal Learning & Teaching) and  
Helen Butcher (Director of Academic Policy & Governance)**

**Cover Sheet**

**Brief Description of the Paper**

A copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution review of quality for AY 2022-23 is attached. The contents are specified by the SFC and include:

- A summary of outcomes from internal quality processes including: Periodic Subject Review (PSR); Annual Quality & Enhancement Review, and Course Evaluation.
- Information on Professional, Statutory & Regulatory Body (PSRB) accreditation.
- A reflective overview, including summary of action taken and the University's use of contextual information, including performance data and data from student surveys, both external and internal.

The report has been approved by the Convener of Academic Standards Committee and submitted in draft form to the Funding Council. We will confirm to SFC when the report has been approved by Court.

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

"On behalf of the governing body of the University of Glasgow, I confirm that we have considered the institution's arrangements for the management of academic standards and the quality of the learning experience for 2022-23, including the scope and impact of these. I further confirm that we are satisfied that the institution has effective arrangements to maintain standards and to assure and enhance the quality of its provision. We can therefore provide assurance to SFC that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by SFC."

**Action Required**

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

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

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

- The external examiner system.
- The annual quality & enhancement review of all courses.
- The periodic review of programmes by subject (involving external subject experts).
- The periodic review of the Graduate Schools.
- Gathering and analysing feedback from students, including course evaluation.
- The scrutiny of all proposals for new courses and degree programmes.

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

The findings from the range of mechanisms detailed above are analysed and responded to by committees at School, College and Senate levels. This normally includes annual consideration of ways to enhance the effectiveness of the mechanisms themselves and of the committees that receive and consider them also. The framework of these arrangements is detailed in the University's [Academic Quality Framework](#).

The University's quality arrangements must also conform to the terms of the Scottish national [Quality Enhancement Framework \(QEF\)](#).

The QEF is currently under review following the SFC's [Review of Coherence and Sustainability](#) and will, for 2024-25, be revised to cover an integrated Tertiary Quality Framework (TQF) for both HE and FE. However, the enhancement-led approach will be retained. This includes periodic institutional review of learning and teaching. Court will be aware that the last Enhancement-led Institutional Review (ELIR) was undertaken in February and March 2019, which confirmed that the University has effective arrangements for managing academic standards and the student learning experience. This is the best result possible. The report can be found at: <http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007794>

During the development phase for the new TQF, all Scottish HEIs will undergo one Quality Enhancement and Standards Review (QESR), which is a revised form of institutional review, and one Institutional Liaison Meeting (ILM), to enable QAA to support the SFC in fulfilling its statutory obligations with regard to quality assurance and enhancement.

The University of Glasgow's QESR review was conducted on Thursday 20 April 2023, with the outcome report published in June 2023.

The QAA review team reached the following positive conclusion:

- From the evidence presented the review team is **confident** that the University of Glasgow is making effective progress in continuing to monitor, review and enhance its higher education provision to enable effective arrangements to be in place for managing academic standards and the quality of the student learning experience.

The review team found the following feature of good practice:

- Learning & Teaching Strategy and its implementation – the clarity of the Learning & Teaching strategy supported by the close integration and collaboration across workstreams to enable effective delivery of the strategy.

The review team made the following recommendations for action:

- Student Support Officer role –  
the University should ensure that the role is understood and clearly signposted as being available to support all students, including postgraduate students.
- Parity of experience of online and blended delivery –  
the University should review its current approach to online and blended delivery to ensure greater equivalence across all provision.

Work on the recommendations has begun and, following review by the QAA, an Action Plan will be published on our website by the end of November to monitor our progress in resolving these areas. Our ILM will be held on 20 March 2024.





**University of Glasgow**  
**Annual Report for the Scottish Funding Council**  
**Institutional Report on Quality Assurance and Enhancement**  
**Academic Session 2022-23**

## **1. Introduction**

The University of Glasgow submits this annual report in accordance with the Scottish Funding Council guidance to higher education institutions on quality SFC/GD/25/2023.

At the University of Glasgow, our mission is to unleash the potential of our world-changing community via a learning, teaching and research environment that is diverse, inclusive, creative and collaborative.

Our commitment to focus on People, Place and Purpose is strengthened in our values-led University Strategy – [World Changing Glasgow 2025](#), and our associated [Learning & Teaching Strategy](#).

## **2. Context**

This year, we participated in a Quality Enhancement & Standards Review (QESR) and were encouraged by the positive endorsement from the QAA of our standards and approach to enhancement. Therefore, we are confident that the University has effective mechanisms in place to demonstrate strong alignment with the Quality Enhancement Framework (QEF) which is outlined in section 4 of the above SFC guidance.

During the 2022-23 academic year, our focus has been on establishing an improved and responsive environment for our community, allowing us to move on from the COVID pandemic. However, a number of activities were impacted by industrial action in 2022-23, namely staff strikes and the UCU marking and assessment boycott (MAB). Our main priority was to protect students from the impact of strike action and the MAB while maintaining academic standards.

Strike action took place over several dates in 2022-23. Students were not assessed on any material that was not taught and our Schools communicated promptly with students to inform them of cancelled or disrupted classes. Schools also acted to reschedule classes wherever this was possible, or to provide alternative learning resources.

Regarding the MAB, no student was prevented from graduating because of the boycott, though in around 10% of cases, we were unable to confirm the degree classifications of graduating students at the point of graduation. In those instances, students were advised of the upper and lower boundaries of their potential degree classification and we supported communication with future employers or institutions so that their progression to work or further study was not impeded. We are currently working on completing outstanding marking and aim to communicate outcomes to students by the end of October. The impact of the MAB has not been uniform across the institution, therefore the volume of work outstanding is concentrated in specific subject areas. In addition, no student was prevented from progressing with their studies for reasons associated with the MAB.

Throughout the dispute, while the University ensured that as many students as possible received their degree classifications and that teaching was rearranged where possible, we did not compromise on academic standards and quality. As noted in our “Response to the SFC Request for Information on the MAB” in August 2023, we ensured that we maintained the integrity of our academic processes throughout, and that standards were upheld across

all disciplines. There were no changes to assessment and award regulations and the MAB was not an issue for completion of learning as the University's teaching period for Semester 2 ended on 24 March therefore learning, and a significant amount of assessment, for session 2022-23 was already complete prior to 20 April when the MAB began.

ILR activity was impacted by strike action by the UCU with one review postponed to November 2023. This was unavoidable and SFC was duly informed.

### 3. Summary of Institutional-Led Review Outcomes 2022-23

#### 3.1 Process

2022-23 saw a return to face-to-face PSR activities. Reflection on our experience of the past few years of managing the process fully online concluded with a firm commitment to return to in-person review events. Overall, we believe that the panel discussions and meetings with staff and students on the review day benefit from being held face-to-face, often leading to richer and more reflective conversations. Our student panel member training sessions also returned to face-to-face, which was well received by the students taking part. However, we were keen to utilise online meetings where this had been successful, for example our pre-visit panel meetings and some staff briefing sessions. Additionally, where required, some student meetings on review days were held online to ensure that the panels could reach students who were not based in Glasgow.

Aside from a return to in-person reviews, there were no changes to the format, agenda, or panel membership from previous years. Operational guidance was reviewed to ensure this was up to date. It continues to be refined to ensure the process is clear and manageable for staff involved. As noted earlier in this report, UCU industrial action required five out of eight reviews to be rescheduled, including one into the next session (November 2023). We also found student engagement was lower for the reviews rescheduled to the May period, with assessment deadlines leading to low student attendance both ahead of the review and on the day of the event. This is an area of concern that we are addressing in our planning for 2023-24 by speaking with our student representatives, seeking more support from the subjects being reviewed to engage with their students and consideration of the timing of reviews.

The table below outlines the approved schedule of our Periodic Subject Reviews (PSRs) for 2022-23. Please note that not all reports have concluded the formal approval process at institutional level. All PSR reports will be published online and will be publicly available following formal approval within the University.

Subject	College	Date of Review
Archaeology	College of Arts	03/03/2023
Classics		23/01/2023
English Language & Linguistics, English Literature and Scottish Literature		22-23/05/2023
Information Studies		24/02/2023
School of Life Sciences	College of Medical, Veterinary & Life Sciences	06/03/2023
School of Mathematics & Statistics	College of Science & Engineering	15-16/11/2023 *Rescheduled due to Industrial Action.
School of Interdisciplinary Studies		25/05/2023

Central & East European Studies	College of Social Sciences	24/05/2023
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Details of the programmes covered by the reviews are listed in **Appendix 1**.

### 3.2 Commendations and Good Practice

Ninety seven commendations and good practice were noted as part of the review process. We are satisfied that this confirms an evidenced commitment to enhancement and development across the subjects. Full details will be outlined in the published reports, however a number of themes emerged this year in the commendations and Good Practice, shown in **Appendix 2**. The top themes were Enhancements in Learning and Teaching, Community Building, Graduate Attributes and Responding to Student Feedback. Examples of the types of commendations and good practice notes made include,

- The support made available to GTAs, including the subject-specific and annual induction and essay-marking workshop, weekly GTA meetings, and the moderation provided by the course convenor on a GTA's initial essay marks.
- The incorporation of experiential learning elements built into a programme, something which students highly value, and the subject area's commitment to seeking further opportunities to enhance the curriculum offering.
- The embedding of employability, with provision delivered in collaboration with the Careers Service.
- Proposals to implement an Advisory Board, a platform which would improve employer and practitioner input and contact into programmes. This would provide a forum for employer consultation on new course developments, substantive changes to existing courses and broader workforce development needs.
- Excellent diversity of assessment types utilised to test different Intended Learning Outcomes, combining traditional essays and exams with online tests, scrapbooks, and reflective and creative work.

### 3.3 Enhancement Recommendations

One hundred recommendations of enhancement were identified over this period<sup>1</sup> and, as in previous years, a significant number of these being highlighted by the School/Subject in their own enhancement plans detailed in their Reflective Analysis documents. Full details will be outlined in the published reports, however a number of themes emerged this year in the recommendations made, shown in **Appendix 2**. The top themes were the Student Learning Experience, Student Support and Wellbeing and Staff Development. Examples of the types of recommendations include:

- Capitalising on a subject area's research and how this integrates into teaching
- Improving the communication and understanding of opportunities around student mobility
- Review of measures taken to decolonise and inclusion of wider diversity in curricula.
- Concern about the volume of work academic staff were handling to support student mental health and wellbeing. Recommendations around liaison with Student Services and College to determine what appropriate support is required for staff and available for students in order to relieve staff of these additional duties.
- Recommendation for an area to work with student representatives to explore new ways of gathering student feedback and explore how they make use of staff responses to student feedback, with a view to identifying the most appropriate channels for closing the feedback loop.

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<sup>1</sup> The outcomes of the Economics and Dental School reviews are included in this report as these were unavailable for reporting last year. Mathematics & Statistics outcomes will be reported in the 2023-24 cycle.

- Consideration of workload allocations and support required for staff across a number of different areas.
- Joint University Services and College financial planning.
- Enhance the student involvement in representative activities alongside and review tailored approaches designed for the distinctive demographic of the area's student body.

#### 4. Other review activity

As noted in last year's report, the Glasgow International College (GIC) Review took place on 17 August 2022 and was based on the University's Periodic Subject Review process. Academic Standards Committee approved the report and recommendations on 24 March 2023.

#### 5. Institutional Led Review schedule for 2023-24

The following reviews are scheduled to take place in Semester 2 of academic session 2023-24, to be finalised early in Semester 1. The revised six-year schedule for PSR (2021-26) as agreed with SFC is shown in **Appendix 3**. We have recently been given approval from SFC to adopt a whole school approach for future reviews in the School of Political and Social Sciences. The current practice of subject level reviews has become inefficient now the School is well-established and integrated.

Subject	College
History of Art	College of Arts & Humanities
Medical Undergraduate School	College of Medical, Veterinary & Life Sciences
School of Psychology & Neuroscience	
School of Physics & Astronomy	College of Science & Engineering
Accounting & Finance	College of Social Sciences
School of Education	
Lifelong Learning (Short Courses)	Other PSR Activity (not aligned to College)

#### 6. Quality Enhancement & Standards Review (QESR)

The University met with a QAAS review team on 20 April 2023 as part of the QESR, as Phase 1 of the QAA's Scottish Quality Enhancement Arrangements covering 2022-24. The initial evidence base for QESR was coordinated by Academic Policy & Governance (APG) working in partnership with the Vice Principal and Assistant Vice Principal for Learning & Teaching and the QESR Steering Group, and submitted in February 2023. The second element of Phase 1, the Institutional Liaison Meeting, will take place on 20 March 2024.

The QESR outcome report, published on 15 June 2023, confirmed a confidence rating in the University's approach to monitoring, reviewing and enhancing our provision to enable effective arrangements to be in place for managing academic standards and the quality of the student learning experience. In addition, the review team found one area of good practice relating to the Learning & Teaching Strategy and its implementation, as well as two recommendations relating to the signposting of the Student Support Officer role, and ensuring a greater of parity of experience for online and blended delivery.

We are very encouraged to receive endorsement of our approach to implementing the Learning & Teaching strategy, and we accept the recommendations as helpful feedback to shape our ongoing approach to enhancing learning, teaching and the student experience. An Action Plan to address the recommendations is being produced and will be published online by the 30 November 2023.

#### 7. Other Quality Processes

##### 7.1 External Examiners

The University continues to have a robust process for managing and monitoring external examiner reports. Thematic reports derived from externals' reports on both UG and PGT programmes are submitted to the Academic Standards Committee (ASC). ASC has delegated authority from Senate for these matters. A joint report for UG and PGT reports was introduced for session 2021-22.

For the purposes of this annual report, the University confirms these external examiner reports cover UG and PGT courses taught in the University and do not include reports relating to programmes validated by the University or for joint programmes where the University of Glasgow is not the administering University (e.g. The Glasgow School of Art, Scotland's Rural College (SRUC), Edinburgh Theological Seminary (ETS) which are reviewed by the relevant Joint Boards or Joint Liaison Committees).

The University continues to receive positive feedback on its programmes which confirms the assurance and development of academic standards.

### External Examiner Reports

A total of 90% of undergraduate and postgraduate reports were received for session 2021-22 and reviewed over the course of 2021-22. This was comparable with those received in 2020-21, however was a reduction of 5% from 2019-20. Although the percentage received remains high, the University notes the downward trend. While acknowledging the impact of the pandemic, attention is being given to process management, monitoring of reporting and updating the database management system with a view to returning to pre-pandemic levels. Progress in this area will be reported in Semester 1 to Academic Standards Committee. In line with the University's Academic Quality Framework, responses to comments raised in the reports are being addressed by Schools and monitored by Academic Policy & Governance.

Themes identified by external examiners which may require wider consideration include:

- Assessment – consistency and quality of feedback, diversification of assessment
- Marking and Marking Schemes – grade inflation and marking criteria
- Admissions policy

Examples of good practice identified include:

- Quality of moderation and feedback
- Diversity of assessment
- Standard of teaching
- Commitment of both academic and administrative staff

## **7.2 Annual Quality & Enhancement Review (Annual Review)**

As outlined in last year's report, the Annual Monitoring process has been reviewed and has been retitled Annual Quality & Enhancement Review (Annual Review), effective from May 2023 for reporting on Session 2022-23.<sup>2</sup>

Annual Review at the University of Glasgow continues to be carried out at three levels: School, College and University. School Quality & Enhancement Officers are responsible for collating and analysing information for consideration at School level, and College Quality & Enhancement Officers undertake this activity at College level. Issues requiring University-level action are reported for consideration by Academic Standards Committee (ASC) which is supported by Academic Policy & Governance. Relevant professional support services, or

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<sup>2</sup> The title for the process has been reviewed to move away from an emphasis on monitoring/compliance. Following consultation by APG with College and School Quality and Enhancement Officers and Academic Standard Committee we selected the new title: **Annual Quality & Enhancement Review**.

groups, provide updates and responses to issues identified as University-wide matters. The process has been refined by the introduction of meetings between College Quality & Enhancement Officers, Academic Policy & Governance and representatives of relevant areas of the University to facilitate discussion and enable greater co-ordination and understanding of the issues and solutions. Good practice (“What worked well?” available in [ASC minutes](#)) from the Undergraduate and Postgraduate Taught Annual Review Reports for Session 2021-22 was identified under the following broad topics:

- Student Satisfaction
- Online engagement and assessment
- Student performance
- IT improvements

Key themes from the Undergraduate and Postgraduate Taught Annual Review Reports for Session 2020-21 were:

- Admissions/recruitment
- Suitability and quality of teaching spaces/timetabling
- Staffing and staff support
  - University Policy
- University systems
- University Communication
- IT/technical/resources
- Student Conduct
- Student support

There are a number of issues that feature in both sections. This is because positives often relate to the achievement and endeavour of staff and students in the context of extremely challenging circumstances.

### **7.3 Course Evaluation**

The University continues to assess courses following our Course Evaluation Policy, which covers all credit-bearing courses. This policy outlines how the University collects, presents, and responds to course evaluation data from students through questionnaires.

During the 2022-23 academic session, staff continued to engage well with course evaluation and continued to use course evaluation surveys as the primary means for eliciting student feedback. While response rates have generally been fair, there has been some variability in response rates across Schools. In order to assist staff to improve their response rates, a “good practice” guidance document was shared with School and College Quality Officers for onward dissemination to colleagues, to remind staff about the most successful ways to achieve a good response.

An aggregated report was produced this year, displaying the average percentage agreement to each of the three closed core questions included in every course evaluation questionnaire for each level of study within every Subject, School and College. We are considering the usefulness of the data produced in the report, including the most effective way to present the information.

In addition to this, the Student Voice within the Quality Framework Working Group was established during the 2022-23 academic session to review the effectiveness of student feedback mechanisms, including course evaluation surveys and SSLCs. The working group gathered input from academic and administrative staff on how they engaged with course



evaluations and ways to enhance staff involvement. The working group created two infographics (one for staff and one for students) explaining the purpose of course evaluation and Course Evaluation Policy requirements.

A further working group is due to be established during the 2023-24 academic session to develop a 'Student Voice Framework' and to develop recommendations for the University's current use of course evaluation software. The working group will also explore the possibility of using AI to analyse the free text comments from student surveys in order to assist in the production of SARDs at the end of each course.

#### **7.4 Graduate School Reviews (GSR) and other activities**

Graduate School Reviews (GSR) focus on provision for PGR students and run as a distinct process from our Periodic Subject Reviews: details of the [GSR process are online](#), including details of the Review cycle and previous Reports.

A review of the Medical, Veterinary & Life Sciences (MVLS) Graduate School took place on 15-17 June 2022. There was a delay in the production of the report, attributed to pandemic recovery, structural re-organisation and associated staff changes, along with some temporary staffing gaps.

Despite contextual factors, the delay in the production of MVLS report has led us to reflect on the interface of this quality enhancement activity with our quality management and governance procedures. Further work will be undertaken to articulate the monitoring of the follow up on GSR recommendations. Research Planning & Strategy Committee (RPSC) will remain the key committee receiving GSR reports, but parallel reporting to Academic Standards Committee will be introduced to allow ASC to maintain a holistic overview of quality management activity.

The Review for the College of Science & Engineering will take place in Autumn 2024, following a decision by the PGR Executive Committee to delay this review slightly to allow a new Dean of Graduate Studies to take up post. The College of Social Sciences will be reviewed as planned in Spring 2024.

#### **7.5 Professional, Statutory or Regulatory Bodies (PSRB)**

The table in **Appendix 4** outlines the PSRB outcomes for reviews held during session 2022-23.

### **8. Student support services / student wellbeing**

- Student Experience Strategy

The University has taken significant steps to enhance the overall student experience through the implementation of a comprehensive [Student Experience Strategy](#) action plan. This Strategy is designed to facilitate initiatives falling under three core pillars: Opportunity, Wellbeing, and Inclusion & Belonging, together with underpinning projects for digital and campus infrastructure. To oversee and coordinate these efforts, the University has established the Student Experience Delivery Working Group. Student Facing Service Review

The University recognises the importance of periodically reviewing the effectiveness of its student facing services. In response to a recommendation from the 2019 Enhancement-led Institutional Review (ELIR), we have established a systematic mechanism to review the contribution of the professional support services to the quality of the student experience. This focuses on collaboration with Schools and Colleges rather than isolated service evaluations. A dedicated group has been formed to identify and prioritise areas of focus over the next three years.

The role and responsibilities of advisers of studies (AoS) have reviewed in conjunction with the Vice Principal for Learning & Teaching, the outgoing Clerk of Senate and the Director of

Student Support & Wellbeing. It was recognised that AoS should predominantly focus on providing guidance and support to students on academic matters, whilst listening and signposting on pastoral matters. The Student Support Officers (SSOs) provide front-line support to triage and resolve pastoral issues. The review will examine the training required at Schools and College level to ensure partnership working between the Advisers of Study and Student Support Officers.

- Student Wellbeing Framework

An external evaluation of the implementation of the student wellbeing framework and the progress against the objectives of the 2018/19 review of student support services was commissioned. The review found that the introduction of the Student Support Officers (SSOs) had been a positive step but that further work to embed the role and establish referral pathways was required. The report presents nine key recommendations, highlighting successes while acknowledging the need for further refinement. Plans include appointing a dedicated manager for SSOs, providing clarification on their remit, and addressing digital services, monitoring, and evaluation of student wellbeing. These actions will align to the QESR recommendation relating to the SSO provision.

- Gender-Based Violence

The University is actively engaged in addressing issues related to gender-based violence. [The Ross Report](#) Sub-Group progressed the action plan, which encompassed 16 recommendations and 21 actions. These efforts involve collaboration between the university and student organisations, with monthly meetings of the Senior Management Group (SMG) working group to oversee progress in the area. Investment in safeguarding, student conduct and complaints were approved. A comprehensive campaign involving all student bodies and consultation with the broader student community is also in progress.

- Counselling and Disability Services

The Counselling Service offers a range of interventions to support students in managing their mental health and academic challenges, with a variety of therapy options and skill-building resources. Considerable progress has been achieved in improving triage and reducing wait times for students registering with the service. The Disability Service ensures that disabled students are supported and empowered to achieve their academic goals. Recent service development work has focused on improving information sharing and enhancing data security through a new case management system. Notably, the University has made strides in improving disability disclosure rates and in closing the gap between disclosures and registrations for disability services.

## **9. Student participation**

The University continues to have a strong and collaborative partnership with the Students' Representative Council (SRC) Sabbatical officers, working on policy development and engaging students in the co-creation and evaluation of the learning experience. The Sparqs Student Engagement Framework relates to our own partner working with students, we recognise the vital role they play in academic enhancement at the University for example through student representation structures, involvement in quality reviews and through contributions to the enhancement themes projects.

Members of the SRC Council represent student views on University committees including Learning and Teaching committees at the School, College, and University level. In addition to representation on University committees and working groups, the SRC participates in University quality processes such as the Periodic Subject Reviews (PSRs) and preparing materials for institutional reviews.

Members of the SRC Council act as full members of PSR panels and are trained and supported by staff in Academic Policy & Governance to undertake this role. Student Panel

members take the lead in all PSR student meetings and arrange focus groups with students in the subject area ahead of the review in order to bring forward student views at an early stage. The wider student body is consulted on drafts of their subject area's Reflective Analysis document and contribute directly to the PSR through the student meetings which are open to all students.

Weekly meetings between the SRC and the Clerk of Senate & Vice Principal, who has responsibility for academic standards and regulations, have continued throughout 2022-23. These meetings facilitate valuable exchanges of information and actively involve the SRC in our academic planning and preparation of student communications.

As noted last year, the planned new framework for student-facing service review will also integrate student participation. The model is currently under development, with plans to use non-traditional methods, such as student feedback pop ups, to get as much feedback as possible. In line with our principles and commitment to working in partnership with our students, both student representatives and the wider student body will have a central role in this process as they do in PSR and other quality processes.

## **10. Progress**

### **10.1 Reputation and Ranking**

The University community was delighted to be named Scottish University of the Year in the Good University Guide. Our overall performance in league tables remains strong, and we have a strong position in the world rankings.

The University has also run for a third year, a detailed Student Survey, distributed to all students. The 2023 survey focused on: Learning & Teaching; Assessment & Exams; Health & Wellbeing; Community & Social; and Postgraduate Studies. Furthermore, we are confident that the significant work that is underway to implement the ambitions of the Learning & Teaching Strategy will help to sustain a good level of performance in these metrics in future years.

#### National Student Survey (NSS)

The Office for Students launched a new, revised National Student Survey for 2023, with significant changes to the survey structure, questions and response options. While the new survey results are not directly comparable to previous NSS releases, we are able to trend the Overall Satisfaction question which remained unchanged in the survey as issued to students in Scotland, Wales and Northern Ireland (it was removed from the survey format for students at English institutions).

This year, Glasgow's Overall Satisfaction positivity measure was 77.5%, which means that despite a decrease of 2.6 percentage points compared to last year, we remain ahead of the Scottish sector average (77.1%). Due to the removal of the question from the survey at English institutions we are unable to benchmark against Russell Group or the UK sector; however, in terms of the Scottish sector we ranked 8th in Scotland based on the Overall Satisfaction question.

#### League Table Rankings

The University has maintained a strong position in the most recent domestic league table publication, with our overall rank rising by two places to 12th (9th in Russell Group and 2nd in Scotland) while also being announced as Scottish University of the Year in The Times and Sunday Times Good University Guide 2024. In this Guide, we also have five subjects ranked first in the UK, and 19 in the top five of the UK. Differently, we fell two places to 13th in the UK, and one place in Scotland to 3rd in the Guardian University Guide 2024. For the Complete University Guide 2024, we ranked 26th out of 130 HEIs (three places lower than last year). The University featured in the top 10% for Entry Tariff and Research Quality in both this and the Good University Guide.

In recent international rankings, we rose five places to 76th (out of 1496 institutions) in the QS World Rankings 2024. We maintained our Academic Reputation ranking of 77th globally and 8th in the UK, however, our Employment Reputation position fell to 101st globally and 17th in the UK.

QS also released a new, inaugural ranking to allow a deeper look into European institutions: QS Europe University Rankings 2024. In this, we ranked 14th in Europe out of 690 institutions, and 9th in the UK out of 107 ranked institutions, placing our overall performance within the top 2%.

## 10.2 Key priorities for 2022-23

In the 2021-22 report we identified the following areas of priority for 2022-23:

- establishing the implementation workstreams for the Learning & Teaching strategy
- concluding work on determining how best to evaluate the outcomes of the strategy and in so doing, reflecting the national approach to the Tertiary Quality Framework and the outcomes focus it is adopting; and
- continuing significant investment in the physical and digital environment.

### *Learning & Teaching Strategy Implementation*

The University is satisfied it is making effective progress in terms of implementing the learning and teaching strategy following its approval in June 2021 while recognising that implementation will be ongoing for several years given the scale of the ambition and commitment envisaged. Indeed, implementation was identified in the QAA Quality Enhancement & Standards Review (QESR) in 20 April 2023 as an area of good practice. After a focus on the full, post-Covid return to campus preparations, attention turned to completing the set-up of the L&T strategy implementation arrangements. All four workstreams (Assessment & Feedback; Curriculum Change; Student Skills & Professional Development; and Evolving our Approach to Teaching) were fully established from October 2022, and dedicated support from within the Transformation Team (TT) was and continues to be provided. Additional TT investment has been approved in the form of a senior project manager and a communications specialist. As previously noted, leadership of each workstream is shared between a Dean of Learning & Teaching (or equivalent) and a member of University professional services. Work has also been underway to ensure coordination across the L&T strategy and the inaugural Student Experience Strategy that was approved during academic session 2022-23.

Some key areas of progress during the last year have been:

- The launch of the new *Learning Through Assessment (LTA)* framework which sets out how we intend to reduce reliance on high-stakes, end of course assessments, and increasingly adopt meaningful, iterative, programmatic and inclusive assessments. Work has also begun on the *Inclusive Quantitative Assessments* project that focuses particularly on creating alternatives to exam-based assessments in areas such as Mathematics, Statistics, Economics and Engineering.
- Incorporated within this area of assessment and feedback has been the work associated with responding to the launch of Generative AI technologies, and the development and ongoing updating of the requisite [guidance to students and staff](#) in terms of implications for academic integrity, assessment design and student conduct.
- A Good Cause Workshop was held on 10 February 2023, attended by a wide range of staff including representation from all Colleges and from several areas in Student & Academic Services. Wide-ranging discussions took place around possible approaches for addressing the current challenges around Good Cause. To date, two follow up meetings have been held in April and July respectively to consider progress relating to short-term actions and timelines for longer-term actions which would continue to be progressed in session 2023-24.

- The creation of new [L&T web pages](#) that allow us to curate and build resource hubs aligned to the strategy workstreams. This is the first time the University has had dedicated L&T strategy web pages and forms part of a larger communications plan around the strategy.
- Within the curriculum workstream, progress has been made reviewing our programme archetypes, and developing new approaches to Interdisciplinary Learning Projects under the umbrella of “Curriculum for Life”. We are also progressing with more significant engagement with COIL (Collaborative Online International Learning), with work underway to create guidance for staff to help them to adopt COIL as part of a course or programme.
- Notable since the return to campus post-covid has been the extensive adoption of active learning approaches within collaborative learning spaces. From Sept 2022, all large, flat-floored teaching spaces previously set up for traditional lectures, were reconfigured to support collaborative learning. Demand for these spaces has continued to outstrip supply and indicates a growing engagement with new forms of teaching.

### *Transformation projects*

Our assessment and feedback transformation work in addition to the work noted above has centred around the ongoing enhancement of technology to support automation of course grade calculations and the development of a student dashboard showing all assessment deadlines for students; and on early work to scope the potential for adoption of a curriculum management system that will support programmatic assessment. These are significant pieces of work that touch on policy, practice, processes and systems with pervasive, University-wide implications and impact. Adoption and roll-out will be a primary focus for 2023-24. Work is also underway to evaluate some potential policy changes that emphasise programmatic learning and achievement. Another area of focus has been on timetabling. Though much of that is concentrated around planning, process improvement and efficiency, impacts upon the student experience are that we have focused on ensuring all teaching is accommodated on the University campus (rather than within external venues), considering this to be beneficial to students. In contrast we have increasingly hosted exams off-campus – in the Scottish Event Campus in particular. This has proved effective and efficient, with the venue proving to be extremely well set up for examinations and with feedback from students largely positive. There have been some challenges (operational in nature) but none that impacted negatively on student performance in assessment.

### *Quality Assurance and Enhancement*

During 2022-23, one key priority was the development of our approach to reviewing Student Facing Services, something that was identified in our 2019 ELIR as a key recommendation. We made good progress with this and had an approach approved by the University's Professional Services Group in early 2023. We are in the process of recruiting a review manager, and the first of our reviews will be on the University-wide approach to organising and supporting examinations. This initial focus was chosen because of: the changes in exam venues noted above; the fact that there have been significant internal organisational restructuring activities within the facilities teams in particular that impact on exam arrangements; and because since March 2020, the move to online assessment that was prompted initially by the pandemic, has led to a very different set of examination types (online 24 hour, timed online, on-campus digital exams and on-campus hand written exams). Each of these requires specific protocols and student-facing support and advice.

Developments are planned for areas of the Academic Quality Framework, particularly in relation to enhancing our approaches to student feedback and reviewing procedures for course and programme approval. As noted earlier in this report, the Student Voice within the Quality Framework Working Group has been formed, co-chaired by an academic member of staff and the Students' Representative Council's Vice President (Education), to undertake a

coherent review of the effectiveness of the student voice within our existing quality assurance and enhancement processes in order to evolve our approach. This will evaluate current activity to bring about enhancement, including: the Course Evaluation policy and effectiveness of the EvaSys software for course evaluation; Staff-Student Liaison committees; effectiveness in responding to student feedback and closing loops; effectiveness in capturing a wide range of the student voice (different student backgrounds and ensuring PGT students are adequately covered), and training and support for staff and student representatives. In addition, the work will seek to identify good practice to embed within processes and, through a new Student Voice Framework, to ensure a holistic and integrated approach to seeking feedback from students that covers University level through to course level (for example, linking course evaluation with university-wide surveys) while avoiding survey fatigue.

Approved by Vice Principal (Economic Development & Innovation)



**Ms Uzma Khan, Vice Principal (Economic Development & Innovation) and Deputy Chief Operating Officer**

Approved by Academic Standards Committee



**Professor Neil Evans, Convener of Academic Standards Committee**

Approved by Vice Principal (Learning & Teaching)



**Professor Moira Fischbacher-Smith, Vice Principal (Learning & Teaching)**



**University of Glasgow**

**Annual Report for the Scottish Funding Council**

**Institutional Report on Quality Assurance and Enhancement Academic Session 2022-2023**

**Periodic Subject Reviews**

**Subject Areas and Programmes Reviewed in Session 2022-2023**

**Classics (carried forward from session 2021-22 due to industrial action)**

*Undergraduate*

- MA Ancient History
- MA/MA(SocSci) Classics (Classical Civilisation)
- MA Greek
- MA Latin

*Taught Postgraduate*

- MSc Ancient Cultures
- MSc Classics & Ancient History

**Archaeology**

*Undergraduate:*

- MA (Honours) in Archaeology
- BSc (Honours) in Archaeology
- MA in Archaeology (Designated Degree)
- BSc in Archaeology (Designated Degree)

*Taught Postgraduate:*

- MSc in Archaeology
- MSc in Material Culture & Artefact Studies
- MSc in Conflict Archaeology & Heritage

**Central & East European Studies**

*Undergraduate:*

- MA (Social Sciences) Central & East European Studies
- MA (Social Sciences) Joint Honours degrees in Central & East European Studies and other subject
- MA (Soc Sciences) Central & East European Studies with Quantitative Methods.

*Taught Postgraduate:*

- MSc Russian, East European & Eurasian Studies
- MSc Global Security degree
- Erasmus Mundus International MSc Central & East European, Russian and Eurasian Studies (CEERES)
- Erasmus Mundus International MSc in Security, Intelligence & Strategic Studies (IMSISS)
- Teaching and dissertation supervision within the UofG-Nankai University MSc in International Relations and MSc in Translation Studies

## **English Language & Linguistics, English Literature and Scottish Literature**

### *Undergraduate*

- MA English Language & Linguistics
- MA English Literature
- MA Scottish Literature

### *Taught Postgraduate*

- MSc Applied Linguistics
- MSc English Language & Linguistics
- MSc Speech, Language & Linguistics
- MLitt Creative Writing
- MLitt Creative Writing (Online Distance Learning)
- MLitt English Literature
- MLitt English Literature: American Modern Literature
- MLitt English Literature: Fantasy
- MLitt English Literature: Modernities – Literature, Culture, Theory

## **Information Studies**

### *Undergraduate*

- Digital Media & Information Studies [MA]

### *Taught Postgraduate*

- Information Management & Preservation [MSc/PgDip/PgCert]
- Museum Studies [MSc/PgDip/PgCert]

## **Interdisciplinary Studies**

### *Undergraduate*

- MA Primary Education with Teaching Qualification (MAPE)
- MA Primary Education with Teaching Qualification (Enhanced Maths)
- MA Primary Education with Teaching Qualification (Enhanced English)
- MA Health & Social Sector Leadership (HSSL) – replaced MA Health & Social Policy
- BSc Environmental Science and Sustainability (ESS)

### *Taught Postgraduate*

- MSc Environment, Culture & Communication
- MSc Environmental Risk Management
- Joint MSc Environmental Science – with Nankai University, in China
- MSc/PgDip/PGCert End of Life Studies – online distance learning
- MSc Management & Sustainable Tourism – in collaboration with the Adam Smith Business School
- MSc Sustainable Tourism & Global Challenges – from AY22-23 replacing MSc Tourism, Heritage & Development, and MSc Tourism, Heritage & Sustainability
- MSc Tourism, Development & Culture – Erasmus Mundus Joint Master with Malta, Lund, and the University Institute of Lisbon
- MSc Enhanced Practice in Education
- PGDE Primary
- PGDE Secondary STEM subjects – from AY22-23

### *Microcredentials – from AY22-23*

- Introduction to Rural Entrepreneurship
- Sustainable Tourism

## **Life Sciences Undergraduate portfolio**

### *School of Molecular Biosciences*

- BSc/MSci Biochemistry
- BSc/MSci Genetics
- BSc/MSci Molecular & Cellular Biology (with Biotechnology)
- BSc/MSci Molecular & Cellular Biology (with Plant Science)
- BSc/MSci Molecular & Cellular Biology

### *School of Infection & Immunity*

- BSc/MSci Immunology
- BSc/MSci Microbiology

### *School of Medicine, Dentistry & Nursing*

- BSc/MSci Anatomy

### *School of Cardiovascular & Metabolic Health*

- BSc/MSci Physiology, Sports Science & Nutrition
- BSc/MSci Physiology & Sports Science
- BSc/MSci Pharmacology
- BSc/MSci Human Biology & Nutrition
- BSc/MSci Human Biology
- BSc/MSci Physiology

### *School of Psychology & Neuroscience*

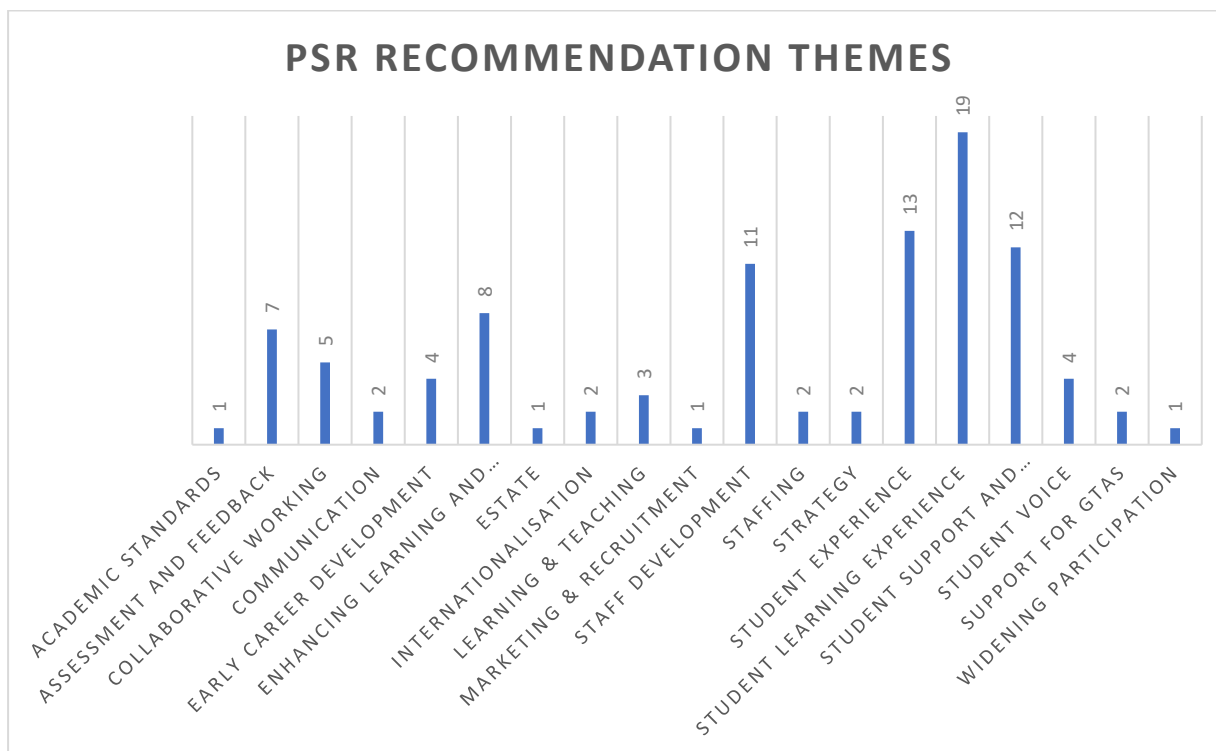
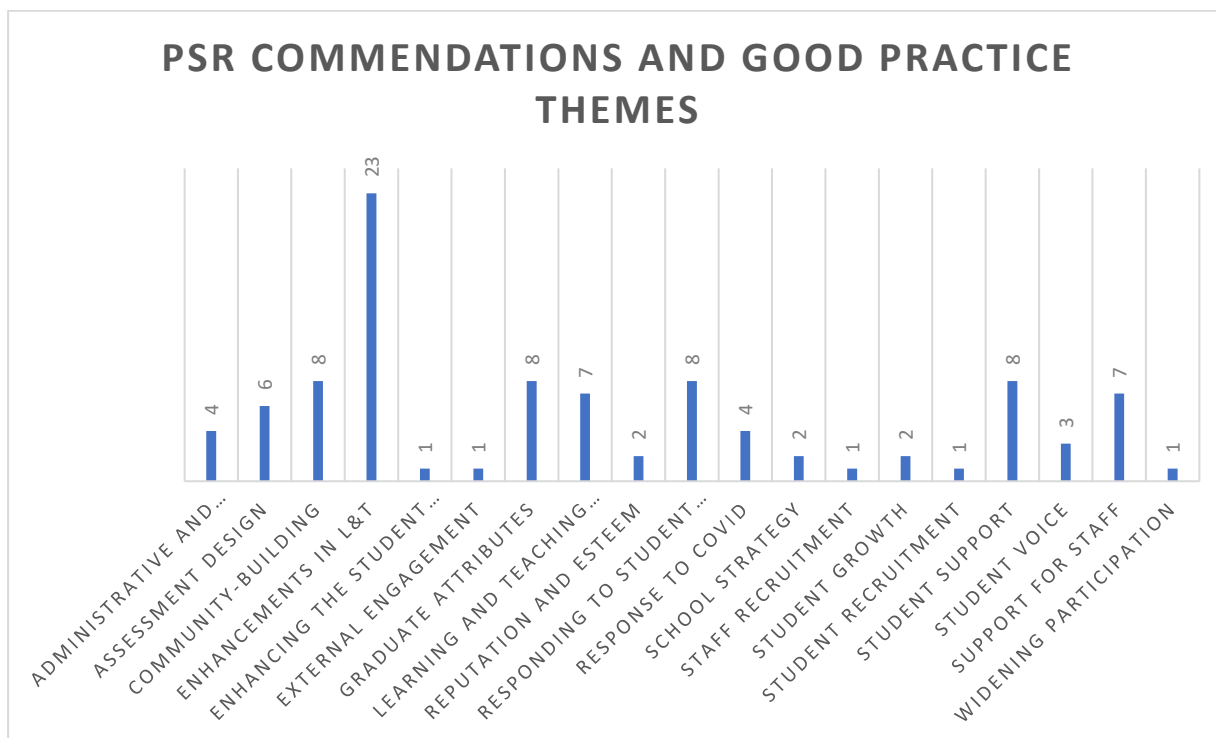
- BSc/MSci Neuroscience

### *School of Biodiversity, One Health & Veterinary Medicine*

- BSc/MSci Marine & Freshwater Biology
- BSc/MSci Zoology

## University of Glasgow

### PSR Commendations and Recommendations Themes



## University of Glasgow

## Periodic Subject Review (PSR) – Revised Schedule 2022 to 2027

College	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Arts &amp; Humanities</b>	Archaeology English Language & Literature and Scottish Literature Information Studies Classics**	History of Art	School of Modern Languages & Cultures Music	Theology & Religious Studies Celtic & Gaelic	Philosophy	Theatre, Film & TV Studies History Classics
	4	1	2	2	1	3
<b>Medical, Veterinary &amp; Life Sciences</b>	Life Sciences Undergraduate Portfolio	Medical Undergraduate School School of Psychology & Neuroscience	School of Veterinary Medicine	MVLS Graduate School: <b>PGT Cluster 1:</b> Biomedical Science, Animal & Plant Sciences	Nursing & Health Care MVLS Graduate School: <b>PGT Cluster 2:</b> Medical Professions, Health & Wellbeing and Medical & Clinical Science	Dental School
	1	2	1	1	2	1
<b>Science &amp; Engineering</b>	School of Mathematics & Statistics	School of Physics & Astronomy	James Watt School of Engineering TNE	School of Computing Science	School of Geographical & Earth Sciences	School of Chemistry
	1	1	2	1	1	1
<b>Social Sciences</b>	School of Interdisciplinary Studies Central & East European Studies	Accounting & Finance School of Education	School of Law Management Politics	Economic & Social History Sociology School of Social & Political Sciences	Urban Studies	Economics
	2	2	2	1	0	1
<b>Other PSR activity</b>		Lifelong Learning (Short Courses)				ADD (PG CAP and MEd)
	0	1	0	0	0	1
<b>Total PSR</b>	8	7	7	5	4	7
<b>Year of Cycle</b>	3 of 4th	4 of 4th	5 of 4th	6 of 4th	1 of 5th	2 of 5th

1. \*\* Review postponed to November 2022 due to industrial action.

## University of Glasgow

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

*PSRB Reviews conducted in Session 2022-23*

The table below shows the PSRB outcomes for reviews held during session 2022-23.

School	PSRB	Outcome
Adam Smith Business School	European Quality Improvement System	Programmes have been reaccredited.
	Association of MBAs	Programme has been reaccredited.
School of Education	Scottish Standards Council for CLD	Review held in April 2023 – awaiting final outcome.
	Scottish Social Services Council	Programme has been reaccredited.
School of Engineering	Institution of Mechanical Engineers	Programmes have been reaccredited.
School of Mathematics & Statistics	Institute of Mathematics & Its Applications	Programmes have been reaccredited.
School of Medical, Dentistry and Nursing	Institute of Physics & Engineering in Medicine	Programme has been reaccredited.
	UK Board of Health Care Chaplaincy	Review complete - outcome expected September 2022. Update: Programme has been reaccredited



## **University of Glasgow**

### **University Court – Wednesday 22 November 2023**

#### **Communications to Court from the meeting of Senate held on 5 October 2023**

**Helen Butcher, Director of Academic Policy & Governance**

**(All matters are for noting)**

#### **1. Principal's Q&A**

One question had been received for the Principal's Q and A item. The questioner enquired if it would be possible to make the University's current Performance & Development Review (P&DR) process optional for members of academic staff and replace it with a mentorship programme. Professor Frank Coton, Senior Vice-Principal & Deputy Vice-Chancellor, informed Senate that the University's ambition to compete with the best universities in the world was founded on the performance of University staff, and that the University's P&DR process was an essential element of this. Professor Coton also informed Senate that P&DR was one of the primary opportunities for colleagues to reflect on their performance and future development needs and to receive feedback and support from their line manager. Therefore, the University had no intention of making P&DR optional for members of academic staff. Alongside P&DR, Professor Coton informed Senate that the University had developed an Early-Career Development Programme (ECDP) to support the development of early-career staff. A mentorship programme had also been developed to support staff. However, Professor Coton acknowledged that the level of mentorship received by staff was inconsistent across the University and that mentorship could not be relied upon as the sole mechanism for supporting the career development of staff. Furthermore, Professor Coton informed Senate that the introduction of the University's P&DR and ECDP processes had resulted in a higher proportion of women and other frequently underrepresented groups achieving promotion compared with the period prior to the introduction of these processes. However, Professor Coton accepted that the University's P&DR process could be improved, and that feedback and suggestions about how to enhance the process could be provided by members of academic staff at School-level.

#### **2. Education Policy and Strategy Committee: Report of meeting held on 19 June 2023**

##### ***2.1 Update on Glasgow College UESTC***

Professor Fischbacher-Smith provided Senate with an update on developments at the University's Hainan Campus since the meeting of EdPSC on 19 June 2023. In particular, Professor Fischbacher-Smith noted that a campus readiness group had visited the campus over the summer and was satisfied that sufficient improvements had been made to the Hainan Campus.

##### ***2.2 Plagiarism prevention software***

Professor Fischbacher-Smith informed Senate that changes had been made to the text of the University's Policy for the use of Plagiarism Prevention Software (PPS), and that members of EdPSC had acknowledged that the Policy may need to be kept under review in light of future discussions about Artificial Intelligence (AI). Professor Fischbacher-Smith also informed members of Senate that an event about AI and plagiarism had been organised for members

of academic staff in November 2023. Guidance about the use of generative AI in assessments had also been produced for students by Student Learning Development (SLD).

Members of Senate enquired about the process that staff should follow if they suspected that a student had used ChatGPT or another generative AI package to produce a piece of assessment for them. Members of Senate also asked for guidance about how to identify pieces of assessment that had been produced using AI software. Professor Fischbacher-Smith informed Senate that the University had reviewed the new AI detection tools that had been developed by Turnitin, the University's plagiarism detection software. However, concerns had been raised that the new functions within Turnitin produced too many false positives, which could result in students being falsely accused of having their work produced by AI software. Given these concerns, the University had made the decision not to utilise the new AI detection functions within Turnitin at this time. Regarding the process for handling cases where students were suspected of using AI software to produce their assessments, Senate was informed that Schools should attempt to interview students or carry out a viva to assess their understanding of their work. Following that meeting, if the School still had concerns that the student had not produced the work entirely by themselves, they should refer them to the University's Student Conduct Team to be interviewed by the Senate Assessors for Student Academic Conduct. Members of Senate also noted that it was often possible to detect work that had been produced by ChatGPT by examining the citations because ChatGPT (at least currently) had a tendency to invent references that did not exist. It was further noted that some forms of assessment were more vulnerable to generative AI than other forms of assessment, and that it may be possible to design assessments, such as group presentations, that were less susceptible to AI-related plagiarism.

Aside from detecting the use of AI in student assessments, members of Senate also discussed the ways in which generative AI could be incorporated into learning and teaching and utilised appropriately by students to correct their English. Professor Fischbacher-Smith informed Senate that EdPSC would gather expertise from University staff conducting research on AI to inform its continuing guidance to staff and students.

### **3. Research Planning and Strategy Committee: Report of meeting held on 8 June 2023**

#### ***3.1 Update on REF2028***

Professor Chris Pearce informed Senate that the next Research Excellence Framework (REF) would take place in 2028 and would cover the period between 2021 and 2027. A consultation document issued jointly by Research England, the Scottish and Welsh funding councils and the Northern Irish Department for the Economy, had indicated a desire to change the emphasis of national assessment from the performance of individuals to the contribution institutions and disciplines made to healthy, dynamic and inclusive research environments. As a result, the primary focus would no longer be on the quality of research outputs but on the broader contributions to research and research processes. This was intended to be a more inclusive exercise, giving appropriate recognition to the people, culture and environments that underpinned the UK research system. To this end, the previous components of outputs (60%), impact (25%) and environment (15%), would be replaced by 'contribution to knowledge and understanding' (50%), 'engagement and impact' (25%) and 'people, culture and environment' (25%).

Professor Pearce noted that the reduced weighting of research outputs and the greater focus on 'people, culture and environment' was problematic for a number of reasons. First, it was important to measure and assess the quality of research outputs in order to ensure that UK Universities continued to produce world-leading research. Consequently, the shift in emphasis away from assessing research outputs, threatened to undermine the drive for excellence which successive REFs had helped to sustain. Second, Professor Pearce

expressed concerns that the new proposals would likely place greater weight on narratives, and that it was impossible to measure one research environment against another on the basis of a narrative.

Members of Senate shared Professor Pearce's concerns and noted that there was a risk that the REF exercise could become devalued as a result of the proposed changes. Members of Senate also noted that other research-intensive universities had expressed concerns about the proposed changes.

### *3.2 Horizon Europe*

Professor Pearce informed Senate that the UK Government had reached an agreement with the European Union that the UK would be permitted to fully participate in Horizon Europe, with effect from 1 January 2024. As a result, UK-based researchers could apply for funding from Horizon Europe with confidence and certainty, and could lead collaborative projects. Professor Pearce also informed Senate that the University had established an 'Overseas Team' to support University researchers submitting funding applications to Horizon Europe and to encourage engagement in Horizon Europe across the University. The University would continue to strengthen its partnerships with European universities through its involvement with networks such as CIVIS: Europe's Civic University Alliance, The Guild of European Research-Intensive Universities, and Universitas 21.

Members of Senate welcomed the news that the UK had rejoined Horizon Europe. Members of Senate also enquired about the UK's future involvement with the Erasmus+ programme. Professor Pearce confirmed that there had been no further developments regarding the UK's future involvement with the Erasmus+ programme.

## **4. Convener's Business**

### *4.1 Reinforced Autoclaved Aerated Concrete (RAAC) across the University estate*

Professor Coton informed Senate that colleagues in Estates had carried out a detailed inspection of all University owned and University leased buildings to determine whether RAAC was present. Following that inspection, it was established that RAAC was present in four locations. These included: roof panels in Wolfson Hall; the roof of the main building of the Scottish Universities Environmental Research Centre (SUERC); parts of the Acre Road Observatory; and a small external plant room attached to the McCall Building. All four buildings were regarded as low risk when assessed against the published guidance categories for RAAC. However, in order to facilitate further investigation of the condition of the panels on the top floor area of Wolfson Hall, the decision had been made prior to the start of the 2023-24 academic session to keep the top floor the halls unoccupied and to relocate students to lower floors of the building.

### *4.2 Student numbers*

The Principal provided Senate with an update on student numbers for the 2023-24 academic session. Senate discussed the student numbers and the challenges of diversifying student recruitment given the strength of China in the international student market. Senate also discussed the difficulties of accurately forecasting international student numbers and the strategies that could be adopted to improve the conversion ratios of students applying to Glasgow. In addition to this, the Principal reassured members of Senate that the University was in a strong financial position and that it had the financial resilience to cope with fluctuations in international student numbers because it withheld a proportion of international student fees each year as a financial buffer.

### *4.3 Student accommodation*

The Principal informed Senate that a relatively small proportion of the University's students were housed in University-owned accommodation, and that the majority of students lived in privately rented accommodation or Purpose Build Student Accommodation (PBSA). Due to the contraction of the private rental sector during the COVID-19 Pandemic, there had been a significant shortage of private rental accommodation available for students during the 2022-23 academic session. This had resulted in the University purchasing an additional 2,000 rooms in PBSA in preparation for the 2023-24 academic session. As a result of the decline in student numbers this year, the University had 600 spare rooms, which it was currently attempting to rent out. Regarding accommodation for the 2024-25 academic session, the Principal informed Senate that the University was intending to retain the majority of its additional PBSA rooms and that it was seeking additional family accommodation for students. Furthermore, the University would focus on marketing its accommodation more effectively to students, particularly low-income students who struggled to find affordable accommodation within the private rental sector.

## **5. Clerk of Senate's Business**

### *5.1 Honorary Degrees Committee*

The Clerk of Senate advised members of Senate that a revised set of principles and procedures for the revocation of honorary degrees had been approved by the Honorary Degrees Committee. As with the approval of honorary degree nominations, a recommendation from the Honorary Degrees Committee for the revocation of an honorary degree would be submitted to Senate for approval, and a period of 21 days for observations by members of Senate would be instituted. If no comments were received after 21 days, Senate would be seen to have approved the revocation and would be informed at its next meeting. If any concerns were received, these would be discussed and a decision made at the next meeting of Senate.

### *5.2 Senate effectiveness review*

The Clerk of Senate informed Senate that the Scottish Code of Good Higher Education Governance required governing bodies to review their effectiveness regularly and to report publicly on the results of effectiveness reviews and associated actions. The Code also required governing bodies to review their effectiveness each year and to undertake an externally facilitated evaluation of their effectiveness and that of its committees, at least every five years. Academic Policy & Governance (APG) would therefore be commissioning an externally facilitated review of Senate in the coming months. A review of Court was also being undertaken on a similar timescale in parallel with the Senate review.

The Clerk of Senate informed Senate that they had been in discussion with the Director of Academic Services and colleagues within APG to discuss the scope and terms of reference of the review, and to set a timeline for carrying out the review and identifying suitable external reviewers. Senate would be provided with further details about the review at its next meeting on 12 December 2023.

## **6. University Court**

### *6.1 Communications from the meeting held on 20 June 2023*

Senate received and noted a report from the University Court meeting held on 20 June 2023. Items included:

- Annual report on research

- University Strategy – KPI update
- Budget 23/24 and financial forecasts
- Report from the Principal
- Report from the University Secretary
- Student matters, including: Rector's Report; SEC Report; SRC President update
- Senate matters

#### *6.2 Communications from the meeting held on 27 September 2023*

Senate received and noted a report from the University Court meeting held on 27 September 2023. Items included:

- Risk Register
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Committee reports