



# University of Glasgow

## COURT

A meeting of **Court** will be held on **Wednesday 14 February 2024** at **2pm** in Room 206 – Business School,  
Main Building

Amber Higgins, Executive Officer and Clerk to Court 0141 330 4976 [amber.higgins@glasgow.ac.uk](mailto:amber.higgins@glasgow.ac.uk)

## AGENDA

Item	Title	Lead	Paper No.	Page nos.	Action
1.	<b>Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest</b>	Convener	<b>Oral</b>		
2.	<b>Minutes</b> of meeting held on Wednesday 22 November 2023	Convener	<b>2.</b>	3-13	For approval
3.	<b>Matters arising not otherwise on the Agenda</b>	Convener	<b>Oral</b>		
	<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>*Technology Strategy – Progress and next steps</b> <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Susan Ashworth/ Mark Johnston/ Alun McGlinchey	<b>4.</b>	14-28	For information/ discussion
5.	<b>*Keystone Workshop</b> <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Frank Coton	<b>5.</b>	29-38	For information/ discussion
6.	<b>Report from the Principal</b> <i>*Admissions</i> <i>*Higher Education Developments</i> <i>*REF 2029</i> <i>*Senior Management Group</i>	Principal	<b>6.</b>	39-47	For information/ discussion
7.	<b>Report from the University Secretary</b> <i>*University Gardens – Sit in</i> <i>*Court Effectiveness Review</i> <i>*Search Committee</i> <i>*Rectors Election</i> <i>*Organisational Changes</i> <i>*Honorary Fellowship</i> <i>*The Stevenson Trust</i>	David Duncan	<b>7. and annexes</b>	48-92	Items for approval/ otherwise for discussion/ information

<b>8.</b>	<b>*Student Matters, including: Rectors Update, SEC Report, SRC President update</b>	<b>Rector/ Hailie Pentleton-Owens</b>	<b>8.</b>	93-94	For information/discussion
<b>9.</b>	<b>Reports of Court Committees</b>				
9.1	Finance Committee <i>Some parts of the Papers withheld due to FOI exempt/Commercial sensitivity</i>	<b>Gavin Stewart</b>	<b>9.1 and annexes</b>	95-117	For information/discussion/approval
9.2	Estates Committee	<b>Stuart Hoggan</b>	<b>9.2</b>	118-123	For information/discussion/
9.3	Audit and Risk Committee	<b>Elsbeth Orcharton</b>	<b>9.3</b>	124-126	For information/discussion/
9.4	IPSC	<b>Frank Coton</b>	<b>9.4</b>	127-133	For information/discussion
9.5	Nominations Committee <i>*approval of the Terms of Reference</i>	<b>Nicola Dandridge</b>	<b>9.5 and annexes</b>	134-142	For information/discussion/approval
9.6	Health, Safety & Wellbeing Committee	<b>David Duncan</b>	<b>9.6</b>	143-146	For information/discussion/
<b>10.</b>	<b>Communications from Meeting of Council of Senate held on 12 December 2023 &amp; 1 February 2024</b>	<b>Martin Hendry</b>	<b>10. to follow</b>		For information
<b>11.</b>	<b>Complaints Handling Procedure Annual Report 2022-23</b>	<b>David Duncan</b>	<b>11.</b>	147-155	For information/discussion
<b>12.</b>	<b>Any Other Business</b> Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	<b>Convener</b>	<b>Oral</b>		
<b>13.</b>	<b>Date of Next Meeting Wednesday 17 April 2024 at 2pm</b>				



## Court – Overview

**Wednesday 22 November 2023**

### **CRT/2023/14. Finance Committee**

#### *CRT/2023/14.1 Financial Statements 2022/23*

Court having received the statements, the Executive Director of Finance, Gregor Caldow, gave a presentation on the University's financial statements for the year to 31 July 2023. The presentation 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. Court were advised that both Finance Committee and the Audit and Risk Committee recommended approval.

Court approved the Financial statements for 2022/23 of the University of Glasgow.

Court noted that the USGAAP would be reviewed by Audit and Risk Committee and the Finance Committee in January 2024.

### **CRT/2023/15. Learning and Teaching Strategy**

Court received a presentation by Professor Moira Fischbacher-Smith (Vice Principal - Learning and Teaching) on Learning and Teaching Strategy implementation. The presentation provided an update on: the enabling of Learning and Teaching Strategy; communication activity; Transforming curricula; Curriculum for life; Assessment & feedback Practice & Policy: delivery plan; and L&T Strategy Benefits Group Terms of Reference. Court welcomed the progress while noting there was still a large amount of work to do on implementation.

### **CRT/2023/16. Report from the Principal**

Court received the report from the Principal

- *Ross Report – Gender Based Violence and Sexual Misconduct* The Principal reported that on 25 November, the University would be launching 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.
- *Queen's Anniversary Prize* – Court noted that the University had been successful in the Queen's Anniversary Prizes once again, winning the prize for the work of the Centre for Robert Burns Studies. This was the University's 4<sup>th</sup> win in the last 6 rounds. Court passed on their congratulations to all those involved.

### **CRT/2023/17. Report from the University Secretary**

Court noted the report from the University Secretary. Court noted that with deep sadness the unfolding events in Israel and Palestine since the horrific attacks on 7 October. It was noted

that the University had called for the immediate release of all hostages and a humanitarian ceasefire so that aid could reach those suffering.

The University Secretary highlighted a letter to Court Members which had been submitted by Glasgow Against Arms and Fossil Fuels and the Glasgow University Palestinian Society. It was agreed that the letter would be circulated to all Court members along with previous correspondence with the groups after the meeting. Court noted that UCU had also made similar calls to the University.

Court acknowledged that it was an extremely difficult time for all those involved with the ongoing conflict and that it was important that all staff and student were supported. Court agreed that there was no place in the University for antisemitism or Islamophobia.

### **CRT/2023/19. Reports of Court Committees**

#### *CRT/2023/19.3 IPSC*

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

### **CRT/2023/20. Annual Report for the Scottish Funding Council – Institution Review of Quality Academic Year 2022-23**

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for 2022-23.

Court approved the Annual report to the Scottish Funding Council.



## Draft Court

### Minute of Meeting held on Wednesday 22 November 2023 held in the Advance Research Centre

#### Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Professor Sarah Armstrong (Elected Academic Staff Member), Kerry Christie (Co-opted 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), Professor Kirsteen McCue (Elected Academic Staff Member), Paula McKerrow (Trade Union Nominee), Pablo Moran-Ruiz (SRC Assessor), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Lady Rita Rae (Rector), Professor Richard Reeve (Trade Union Nominee), Mr Gavin Stewart (Co-opted Member), Hailie Pentleton-Owens (SRC President), Professor 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), Professor Moira Fischbacher-Smith (Vice Principal (Learning and Teaching)), Amber Higgins (Executive Officer and Clerk to Court), Helen Butcher (Director of Academic Policy & Governance/Assistant Director of Academic Services) and Dr Veena O'Halloran (External Facilitator – Court Effectiveness Review).

#### Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Jonathan Loukes (Co-opted Member), Professor Martin Hendry (Clerk of Senate), Dr Christine Middlemiss (General Council Assessor), Shan Saba (Co-opted Member).

#### CRT/2023/11. Announcements and declaration of Interests

The Convener welcomed Kerry Christie (Co-opted Member) and Pablo Moran Ruiz (SRC Assessor) as new members of Court, 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 interdisciplinary research by Professor Chris Pearce (Vice Principal (Research & Knowledge Exchange)), Professor Daniele Faccio (Professor of Quantum Technologies), Dr Azadeh Emadi (Senior Lecture (Theatre, Film and Television Studies)), Professor Deborah Dixon (Professor of Geography) and Professor Cecilia Tortajada (Professor in Practice – Environmental Innovation). Court's thanks for the briefing were

recorded.

Court also noted a display by Clare Paterson (Assistant Director – Library collections) and Michael Gallagher (Archivist) from Archives which included an order for a rangefinder that travelled to the Antarctic with Captain Scott and the design for a carpet fit for the Golden Age of transatlantic ocean travel, made by the Templeton factory in Glasgow, which had been recently on exhibition at the V&A. Court's thanks for the display were recorded.

Court was reminded that papers and business were confidential.

### **CRT/2023/12. Minutes of the meetings held on Wednesday 27 September 2023**

A query was raised about the minutes about item *CRT/2023/05.1 Principal's Report* and the level of detail included in relation to the mitigating actions being taken by SMG. It was noted that the discussion had included: revised admissions rounds-based offer making; the possibility of revisiting January starts; an enhanced scholarship offering; the introduction of universal deposits; accommodation guarantee for certain student groups; and the establishment of a Diversification Working Group.

Following discussion, it was agreed that the minutes would be approved without amendment.

### **CRT/2023/13. Matters Arising**

#### *CRT/2023/13 .1 Principal's Report - CRT/2023/05.1*

Court noted that it had been agreed that a paper would come to the November meeting which would summarise the University's assessment and strategies to address the challenges being faced in student admissions to ensure that targets were achieved in future years. Following the Court meeting in September the Finance Committee had agreed that January would give a better snapshot of data and therefore a detailed papers would be presented to Court in February 2024.

Following discussion it was also made clear that SMG had assured Finance Committee at its last meeting (see *CRT/2023/14.2*) that international recruitment would be pursued vigorously for 2024-25, with all the additional levers set out in *CRT/2023/12* being deployed. Given the volatility in the international student market, and the impossibility of exercising precise controls, the key priority would be to hit recruitment targets of the central forecast, and therefore there was an upside risk. (It was noted that there was no guarantee of hitting this level as it also depended on market dynamics.) This was different from the approach taken in the 2023-24 cycle where there was a conscious attempt to treat the central forecast as an absolute maximum, and which had contributed to the significant undershooting of international recruitment. The central forecast would, however, remain unchanged relative to the financial plan presented to Court for the 2023-24 financial year, and there would be no attempt to 'recoup' the 2023-24 international recruitment undershoot. The executive would also seek to ensure appropriate resourcing of any potential overshoot of student recruitment in 2024-25, should that materialise. Court accepted that this was the strategy which would be adopted for the 2024-25 recruitment cycle. It also noted that this approach was appropriate given the sector-wide evidence of a significant downswing in the UK international student market.

### **CRT/2023/14. Finance Committee**

#### *CRT/2023/14.1 Financial Statements 2022/23*

Court having received the statements, the Executive Director of Finance, Gregor Caldwell, gave a presentation on the University's financial statements for the year to 31 July 2023. The presentation 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.

Court 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.

Court 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.

Court 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.

The Chair of the Audit and Risk Committee 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. Court noted that there were no material areas of disagreement with management but there were a number of areas of judgement.

The Chair of Finance Committee reported that Finance Committee also recommended the Financial Accounts for approval.

During the discussion it was noted that Court welcomed the changes to the Reports and Financial statements and the steps to modernise the presentation and move towards Integrated Reporting, and that going forwards there would be a greater balance between achievements, and risks and challenges in the Financial Statements. Court noted that a sub-committee of the Finance Committee had been established to review the cash investments strategy. Court also noted that the USS Pension Scheme recent valuation once finalised would have a significant impact on the Financial statements for 2023/24.

Court approved the Financial statements for 2022/23 of the University of Glasgow.

Court noted that the USGAAP would be reviewed by Audit and Risk Committee and the Finance Committee in January 2024.

#### *CRT/2023/14.2 Finance Committee*

Court noted that the Committee had received a number of papers which outlined the current financial position of the University. 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. Court noted that the Finance Committee had 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 for discussion at the next Finance Committee meeting.

It was also noted that the Committee had received an update from GC on: RAAC review and findings; RCF review and next steps; and the issues surrounding the CBRE contract and next steps, including the use of a high proportion of the contingency set aside for this contract.

### **CRT/2023/15. Learning and Teaching Strategy**

Court received a presentation by Professor Moira Fischbacher-Smith (Vice Principal - Learning and Teaching) on Learning and Teaching Strategy implementation. The presentation provided an update on: the enabling of Learning and Teaching Strategy; communication activity; Transforming curricula; Curriculum for life; Assessment & feedback Practice & Policy: delivery plan; and L&T Strategy Benefits Group Terms of Reference.

During discussion Court noted that there was a large amount of work still to be done on the implementation of the strategy and understanding the impact on the different degrees - including UG and PGT, across all four colleges. Court welcomed the progress being made and commented that it was important that students were not disadvantaged by any changes in the curriculum.

Court thanked Professor Fischbacher-Smith for the update.

### **CRT/2023/16. Report from the Principal**

#### *CRT/2023/16.1 Ross Report – Gender Based Violence and Sexual Misconduct*

The Principal reported that on 25 November, the University would be launching 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 was being spearheaded by VP/Head of College of Social Sciences and Gender Equality Champion Professor Sara Carter and built 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 had been developed by the same University team responsible for the Together Against Racism campaign which had recently received The Herald's Diversity Campaign of the Year Award. The launch coincided with the UN's 16 Days of Activism against GBV. The campaign made a clear statement that there was no place for GBV at the University of Glasgow.

#### *CRT/2023/16.2 Principal's Report*

Court also received the report from the Principal – Paper 6. The following areas were noted:

- Independent Review of University Spinouts – Court noted the publication of the review commissioned by DSIT and HM Treasury. It was noted that the University was keen to develop partnerships with other Health Boards and this was an area that MVLS was looking into;
- Queen's Anniversary Prize – Court noted that the University had been successful in the Queen's Anniversary Prizes once again, winning the prize for the work of the Centre for Robert Burns Studies. This was the University's 4<sup>th</sup> win in the last 6 rounds. Court passed on their congratulations to all those involved;
- The Times Higher Education (THE) 2024 – Court noted that the University had been ranked 87<sup>th</sup> (82<sup>nd</sup> in 2023). The University ranked 10<sup>th</sup> in the UK, 2<sup>nd</sup> in Scotland and



- 10th amongst Russell Group institutions.
- Leiden Rankings – Court noted that the annual rankings but it was noted that this was useful for internal purposes only.

The Convener thanked the Principal for the update.

### **CRT/2023/17. Report from the University Secretary**

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

#### *CRT/2023/17.1 Middle East Conflict*

Court noted that with deep sadness the unfolding events in Israel and Palestine since the horrific attacks on 7 October. It was noted that the University had called for the immediate release of all hostages and a humanitarian ceasefire so that aid could reach those suffering.

All colleagues and students had been invited to support the British Red Cross Appeal Fund. This appeal supported 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 had been responding to the emergency.

The University Secretary highlighted a letter to Court Members which had been submitted by Glasgow Against Arms and Fossil Fuels and the Glasgow University Palestinian Society. It was agreed that the letter would be circulated to all Court members along with previous correspondence with the groups after the meeting. Court noted that the UCU had also made similar calls to the University.

Court acknowledged that it was an extremely difficult time for all those involved with or affected by the ongoing conflict and that it was important that all staff and student were supported. Court agreed that there was no place in the University for antisemitism or Islamophobia.

Court noted that Rachel Sandison, Deputy Vice-Chancellor (External Relations) as the University's Sanctuary Champion was currently looking into the steps that could be taken to support the students affected by the conflict.

#### *CRT/2023/17.2 Court Effectiveness Review – Autumn 2023*

It was reported that Court Effectiveness Review was currently ongoing and that the final report was due to be presented to Court at its next meeting.

#### *CRT/2023/17.3 Organisational Change*

Court noted a proposal that had been put forward:

- Health, Safety & Wellbeing to be rebranded as University Safety & Resilience. The change in name better reflected the inclusion of Business Continuity within the service's area of activity and the fact that wellbeing was now dealt with by Occupational Health.
- The formation of a new department bringing together Student Conduct, Student Complaints, Legal and Court office to be called Legal and Governance.

Following discussion it was agreed that both proposals would come back to Court with further information on the rationale for the changes requested.

#### *CRT/2023/17.4 Pay and Pensions – industrial action*

Court noted that Unison and Unite currently hold a mandate for strike action but at present no further dates had been published. It was also noted that UCU had failed to meet the necessary threshold for a mandate to hold strike action.

## **CRT/2023/18. Student Matters, including: SEC Report; SRC President update**

### *CRT/2023/018.1. Rector update*

Court noted that since the last Court meeting the Rector had been dealing with a range of student cases concerning tuition fee issues, scholarships and financial issues. The Rector reported that students had been engaging with her via the surgeries set up by the SRC and it was noted that she was keen to re-engage with students at Dumfries.

### *CRT/2023/18.2. SRC update*

The SRC President reported that the start of the academic year was progressing well and that a new appointment had recently been made by the SRC in the Advice Centre. The SRC had also been heavily involved in the new Together Against Gender-Based Violence (GBV) campaign which was due to launch on 25 November. Court also noted that a number of the SRC sabbaticals were due to visit China so that the SRC could meet with the students based at the campuses.

### *CRT/2023/18.3. Student Experience Committee*

Court noted that the Student Experience Committee had met recently and noted that there had been discussions in relation to hardship funds, sports facility access issues. The meeting had also touched on academic issues.

The Convener thanked the Rector and the SRC President for their reports.

## **CRT/2023/19. Reports of Court Committees**

### *CRT/2023/19.1 Estates Committee*

Stuart Hoggan, chair of the Committee, outlined the report from the Committee which provided an update on the issues in relation to planned maintenance contract and the progress in implementation of the sustainability measures on the estate. The Committee had also received a further report on the progress of the Keystone development and next steps. Court noted that as part of the business case for Keystone it would be beneficial to have more information about the campus plan including the wider impact on the buildings either earmarked for closure or for redevelopment.

The report was noted.

### *CRT/2023/19.2 Audit & Risk Committee*

Elsbeth Orcharton, chair of the Committee, outlined the report from the Committee. Court noted that the Committee had 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.

Court noted that the Committee had received the internal auditor's annual report and for the 11 reviews completed in 2022/23: 2 were green; 6 were green-amber; 1 were amber-red; and two was an 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 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.

Court also noted the approval of the Annual Statement on Compliance with the Concordat to Support Research Integrity 2023.

The report and the Annual report to Court were noted.

#### *CRT/2023/19.3 IPSC*

Frank Coton, chair of the Committee reported that that the Committee had covered several topics including 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.

Court noted that there had been two cyber security incidents recently and Court agreed that older websites which were linked to the University should be removed if they created a vulnerability for the University systems.

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

The report was noted.

#### *CRT/2023/19.4 People and Organisational Development Committee*

Kerry Christie, chair of the Committee, reported that the Committee had received an update on the vision behind the future P&OD operating model and heard how the function would 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.

Court also noted that the Committee had 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.

Court noted that work was ongoing to ensure that any future cases reported using the online reporting tool for bullying, harassment and sexual violence were logged and actioned appropriately to ensure that outcomes were clearly recorded.

The report was noted.

#### *CRT/2023/19.5 Health Safety and Wellbeing Committee*

Court noted the report and no substantive items were raised.

#### *CRT/2023/19.6 Remuneration Committee*

SMG members left the meeting for this item.

##### *CRT/2023/19.6.1 SMG and Principal's Remuneration*

Kerry Christie, chair of the Committee, reported that the Committee had met in November to discuss senior staff remuneration. Business at the meeting had also covered the Committee's annual report, which had included: a summary of the current strategic context and institutional performance; the Principal's report on SMG performance and reward; the review of the

Principal's performance, which had been undertaken by the Convener of Court and the Chair of the Remuneration Committee, following consultation with Court members; Grade 10 Professorial and Professional Staff performance and reward; and Voluntary Severance cases.

Court noted that the Committee had agreed with the proposal outlined by the Principal at the meeting, that SMG would receive the 5% national pay uplift. It was also noted that the Committee had agreed with the proposal outlined by the Convener of Court at the meeting, that the Principal would receive 5% national pay uplift. Court noted that the Principal's salary uplift had been in line with the contractual arrangements agreed by Court and had been subject to satisfactory performance, which had been confirmed.

SMG members returned to the meeting.

### **CRT/2023/20. Annual Report for the Scottish Funding Council – Institution Review of Quality Academic Year 2022-23**

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for 2022-23. The contents were specified by the SFC. The statement summarised activity undertaken by the University in reviewing its provision for students, including: Periodic Subject Review; annual monitoring, course evaluation and Graduate School review; professional, statutory and regulatory body (PSRB) activity; the University's strategic review of student-related services; and reflective overview, including the University's use of contextual information such as performance data and data from student surveys, both external and internal.

Having noted details of how the University assured the effectiveness of arrangements for maintaining academic standards and quality, Court agreed that the Convener of Court could sign off the required statement of assurance.

Court noted that the report did not include information about Equality and Diversity or Sustainability but it was acknowledged that the content was specified by SFC rather than by the University. It was agreed that this would be raised with the SFC. It was also acknowledged that the report did not expand on the international student population or any specific steps being taken to support this group of students and that going forwards more information on this area would be included.

Court approved the Annual report to the Scottish Funding Council.

### **CRT/2023/21. Senate Matters**

Court noted the report from the Senate meeting held on the 5 October 2023. Helen Butcher, (Director of Academic Policy & Governance/Assistant Director of Academic Services) outlined the key areas which included an update on REF 2028, Horizon Europe, student numbers, Senate Effectiveness Review and an amendment to the Honorary Degree Regulations.

The Convener of Court thanked Helen Butcher for the update.

### **CRT/2023/22. Any Other Business**

#### ***CRT/2023/22.1 Court members***

Court noted that Professor Kirsteen McCue had attended her last Court meeting. Kirsteen had been on Court since August 2017 and during that time had been on a number of committees including Estates Committee and People and Organisational Development Committee.

Court recorded its thanks to Professor McCue for her huge contribution and dedication to the University and wished her all the best for the future.

*CRT/2023/22.2 Meeting disruption*

The Convener of Court thanked all members of Court for dealing with the interruptions to the meeting in a professional manner. The Convener of Court also thanked all the Security staff for dealing with the situation in a professional and courteous manner.

**CRT/2023/23. Date of Next Meeting**

The next meeting of Court will be held on Wednesday 14 February 2024 at 2pm. A Pre-Court briefing will take place at 12pm.

<b>Court Context Card 14 February 2024 - TECHNOLOGY STRATEGY</b>	
<b>Speaker</b>	Susan Ashworth, Mark Johnston and Alun McGlinchey
<b>Paper Description</b>	Technology Strategy Update
<b>Topic last discussed at Court</b>	Feb-23
<b>Court members present</b>	N/A
<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>	High
<b>Timing</b>	Immediate
<b>Red-Amber-Green Rating</b>	Green
<b>Paper Type</b>	For information and discussion
<b>Paper Summary</b>	
<p>Court will receive a presentation by Susan Ashworth, Executive Director Information Services, Mark Johnston, Director IT Services and Alun McGlinchey, Chief Information Security Officer on the Technology Strategy. The presentation will focus on the progress on the strategy since the last update to Court in February 2023. It will also provide a brief update on Information security.</p> <p>Court is <b>asked to note</b> the annual update.</p>	
<b>Topics to be discussed</b>	
	As Court wishes
<b>Action from Court</b>	<b>to note the annual update</b>
<b>Recommendation to Court</b>	To note the annual update
<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>	
<b>Risk register - university level</b>	
<b>Demographics</b>	
<b>% of University</b>	100% students 100% staff
<b>Operating stats</b>	
<b>% of</b>	
<b>Campus</b>	All
<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

Court 14022024 - Paper 4b

## Technology Strategy – Update to Court 2024

Susan Ashworth, Executive Director Information Services

Mark Johnston, Director IT Services

Alun McGlinchey, Chief Information Security Officer

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## Principles

## Approach

## Outcomes

Our technology will be:

- aligned to the needs of our community
- intuitive – straightforward to use and learn
- robust, resilient, secure but agile
- designed for interoperability and the effective flow of high-quality data
- cost effective to implement and maintain, providing value for money
- supported by a service that is appropriately resourced and configured
- transformative – enabling us to change the way we work and study

### Foundations for the Future

#### •Network

**Infrastructure:** Replacing the University's ageing network infrastructure in a, robust, sustainable and scalable way

#### •Infrastructure as a

**Service:** Replacing the University's server infrastructure supporting virtualisation and progressively increasing cloud provision where it makes sense to do so.

### Evolving our Approach

•**Security:** Improving our information security posture

•**Enterprise Integration:** Improving systems integration data quality and availability

•**Major Systems:** Planned evolution and replacement

•**Data:** Enhanced capability for diagnostic, predictive and behavioural analytics

### Transforming the way we work and study

#### •Smart Campus.

Creating a world changing, adaptable, connected, vibrant and sustainable campus; providing a world leading technology enhanced learning and teaching environment; and cultivating a campus which supports and develops research activities and strategic partnerships

Robust Organisational Capability and Capacity  
Well-developed investment strategy  
Effective Risk Management  
Effective Governance

- Students:** A seamless and personalised experience at your fingertips, anytime, anyplace and on any device, integrated with your ways of living and working and supporting your wellbeing.
- Staff:** The flexibility to work effectively wherever and whenever you want; keeping you connected, supporting collaboration, enabled by effective and intuitive business systems and processes and maximising teaching and research opportunities, enabling a fulfilling work-life balance.
- External Stakeholders:** Accessible and secure communication and collaboration channels, strengthening connections with the University and creating new opportunities for future cooperation and engagement.



## Networking Infrastructure Investment Programme

- Design, Core, and two pilot buildings – Done
- Pilot informing costs for the “evergreen phase”
- Final Business Case into governance June -> October

## Infrastructure as a Service Programme

- Co-location procured – Carbon Neutral - Data Vita
- Deploying infrastructure this quarter
- Migration of services into new infrastructure continues
- Will be opening this up to Colleges...



# Enabling services

## **AVIT Programme – Modernising our teaching spaces**

- As with Networking, striving for the “evergreen” approach
- Regular replacement cycle starting this summer building to ~£3M/year
- Revisiting the capacity that we need and evolving team
- Business case starting through governance this quarter

## **Project Eos – The “Dawn” of modern End User Computing**

- 25% moved on from the legacy (2,835 of 11,748 devices modernised)
- ~2,500 not managed by my team – we want to onboard these too
- Mac and Windows devices are equal (provision/support/choice)
- This is the key to agile working

## Telephony

- Teams Telephony migration underway
- Migration from old to new completing this calendar year
- Removing a lot of legacy ahead of Network Programme



## **Agresso – Our Finance System**

- Announced in December, Unit4 forcing migration to Cloud
- Cash flow forecasts adjusted for substantial shift
- Currently appraising options for the future provision

## **PeopleXD – Our HR System**

- Maximising use of product
- Investigating add-on functionality

## **Moodle – Our Virtual Learning System**

- Upgraded to Moodle 4 – additional functionality

## **MyCampus – Our Student Information System**

- Introduction of FLUID – mobile friendly, more responsive - modern

**Court Context Card 14 February 2024 - Update on the Keystone Workshop**Speaker **Frank Coton****Paper Description***Topic last discussed at Court* Nov-23*Court members present* N/A*Cost of proposed plan* N/A*Major benefit of proposed plan* N/A*Revenue from proposed plan* N/A*Urgency* Medium*Timing* Immediate*Red-Amber-Green Rating* Green*Paper Type* For information and discussion**Paper Summary**

The Keystone building has been included in the University investment plan since 2021. It would be located on plot B of the Western campus and is envisaged as a solution to address the significant maintenance liabilities in the Estate, but also to unlock future potential for growth. To remain on schedule for completion by 2027/28 there was an expectation that Stage 4 design fees and advanced works for the Keystone plot would require approval through the January / February committee cycle. If approved this would have taken the total commitment of Keystone to £31m. Given the significance of this spend, and the need for Court approval it was agreed that the full business case for Keystone should be reviewed to ensure the University remains committed to the project. For this reason, an invite to the workshop was also extended to Court members. The workshop tested the affordability of the Keystone project against three international student recruitment scenarios that represented a return to planned growth, stagnation and a downturn.

The Estates and Finance Committee approved the next stage and Keystone will commence Design Stage 4 which will complete in Summer 2024.

In the meantime the following will be progressed:

- All actions arising from the workshop discussions will be taken forward
- Updates on the student recruitment position will be given on a regular basis to Finance Committee and Court throughout the cycle.
- The executive team will develop budgets for Scenarios 1&2 to be brought forward to Finance Committee and Court in May, on the assumption that the Scenario 2 budget will be initial operational budget for the coming year until growth above the baseline is confirmed.

In all but a downturn scenario, the full business case for Keystone will be brought forward for consideration by Court and its committees in September 2024.

*Topics to be discussed* As Court wishes*Action from Court* to note the Workshop update and proposed timeline*Recommendation to Court* To note the the update**Relevant Strategic Plan workstream****Most relevant Primary KPI it will help the university to achieve****Most relevant Secondary KPI it will help the university to achieve****Risk register - university level****Demographics**

*% of University* 100% students  
100% staff

**Operating stats***% of***Campus** All**External bodies****Conflict areas****Other universities that have done something similar****Other universities that will do something similar****Relevant Legislation****Equality Impact Assessment****Suggested next steps****Any other observations**

**Court Context Card 14 February 2024 - Principal's Report**

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information / discussion	
Topic last discussed at Court	Last report to Court was November 2023	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	NA	
Timing	Various	
Red-Amber-Green Rating	Various	
Paper Type	For information / discussion	
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> <li>Admissions - UCAS Applications and PGT update</li> <li>Higher Education Developments and Political Update Scottish Government Budget 2024-25</li> <li>New Universities Scotland Director Horizon Europe Association finalised</li> <li>Restrictions to Student Visa routes</li> <li>REF 2029</li> <li>SMG appointments</li> <li>Key activities</li> <li>Senior Management Group business</li> </ol>	<p>[REDACTED]</p> <p>Cut of £28.5m in HE resource budgets; unclear how this will be implemented. HE capital budget to increase by £16.2m (4.7%)</p> <p>Claire McPherson announced as Alastair Sim's successor</p> <p>UK universities can now apply to the €95.5 billion funding programme for research and innovation</p> <p>International students can no longer bring dependents to the UK. Further restrictions may be announced by UK government</p> <p>Submission date for REF pushed back one year</p> <p>Search begun for Professor Dame Muffy Calder's successor as VP/Head of College Science &amp; Engineering (her tenure ends on 31 December 2024)</p>
Topics to be discussed	In line with paper's headings	
Action from Court	To note/discuss if wished	
Recommendation to Court		
Relevant Strategic Plan workstream	All	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	All risks	
Demographics % of University	Items mainly relate to the University as a whole	
Operating stats % of		
Campus	All locations	
External bodies	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI, other funding bodies e.g. charities	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		



University  
of Glasgow

**Court - Wednesday 14 February 2024**

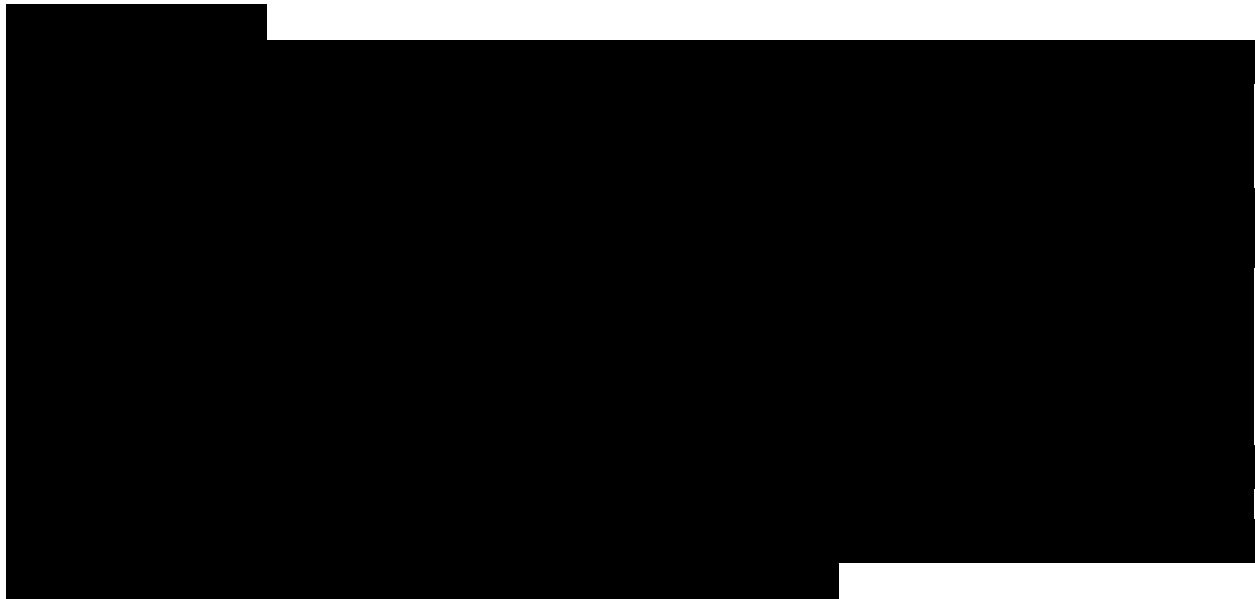
**Principal's Report**

**Items A: For Discussion**

**1. Admissions – UCAS Applications and PGT Update**

[REDACTED]

[REDACTED]



- [Redacted]
- [Redacted]
- [Redacted]

## 2. Higher Education Developments and Political Update

### **Scottish Government Budget 2024-25**

On 19 December, the Deputy First Minister presented to Parliament the Scottish Government's tax and spending plans for 2024-25. This draft Budget is set against a backdrop of inflation that will be higher and more persistent than anticipated for the 2023-24 cycle. There are resource spending cuts expected across various sectors. The implications for HE are:

- The HE resource line for the next financial year will decrease on last year's baseline figure by £48.5m. However, the previous year's budget allocated additional resource funding of £20m for HE to enable strategic change in the sector. This funding was clawed back in-



year. **Removing this figure from last year's budget baseline, there is a cut of £28.5m to the HE resource line for 2024-25.**

- Given that £21.6m was also clawed back in-year (23-24) via reduced tuition fee payments (and lower Discretionary Fund allocations), our assumption is that the in-year (23-24) cuts to the Scottish Funding Council have been made permanent.
- The university capital budget, which covers research (REG), innovation (UIF) and a small fund for maintenance will see a 4.7% increase. This is a cash increase of £16.2m.
- Overall, total public funding for universities in FY 2024-25 decreases by 2.8% in cash terms, or a drop of £32.3m.

At present, the Scottish Government has not yet set out how the £28.5m reduction in resource funding will be implemented (other than the Scottish Government confirming a likely reduction of 1200 Home student places which were provided as part of temporary Covid budget uplifts; that only accounts for around a quarter of the resource cuts), with final clarity expected towards the end of March. Colleagues are continuing to engage with SFC and with Universities Scotland to understand the impact of the 2024-25 budget on Glasgow specifically. I will continue to keep Court updated of any significant developments.

#### **New Universities Scotland Director**

Universities Scotland has appointed Claire McPherson to the role of Director, taking up the role on 25 March 2024. Claire will succeed Alastair Sim, who has held the role since 2009, and she has previously held several roles in the Scottish Government, including strategic and policy roles in the First Minister's Policy and Delivery Unit, leading cross government work on Public Service Reform and most recently as Deputy Director for Population and Migration. I have written to Claire to congratulate her on her appointment and have extended an invitation to meet once she is in post.

#### **Horizon Europe Association Finalised**

Court will recall previous updates throughout the period of negotiations between the EU and UK on Horizon Europe. On 4 December 2023, the UK and EU finally signed the agreement confirming the UK's association to Horizon, ensuring our universities are able to tap into the €95.5 billion funding programme for research and innovation. At the end of January, the UK Government launched a new multichannel campaign across social media, press and podcasts aimed at maximising UK participation in Horizon Europe and encouraging academia and businesses to apply for Horizon Europe grants. The launch of this campaign follows new support available to encourage UK bids, such as pump priming grants delivered in partnership with the British Academy offering up to £10k for selected UK researchers and businesses to help them create better applications. The aim is for this funding to encourage those researchers who have no previous experience to apply to Horizon. In light of the UK's association to Horizon Europe, we have ensured University of Glasgow staff can apply for seed funding to develop funding applications that involve colleagues based at European institutions including, but not limited to, members of CIVIS and The Guild EU. This initiative is part of a drive to increase research engagement with our European network partners and ultimately to involve network partners in Horizon Europe projects along with Glasgow researchers. We hope that this will be part of a wider portfolio of opportunities coming from our membership of these networks.

### **Restrictions to Student Visa Routes**

In July 2023, the UK Government published changes to Immigration Rules which affect international students studying in the UK. International students will no longer be able to bring dependents to the UK, unless they are studying on a Postgraduate Research programme or courses with Government-funded scholarships. These restrictions came into effect in January and the Government has said it is aiming to target those who use their student visa as a backdoor route to work in the UK. The UK Government has also asked the Migration Advisory Committee to look at the post-study work route. While the UK Government has said it will work with universities to design an alternative approach and continue to attract talent to the UK, there are concerns amongst the sector that further restrictions may be introduced which will damage the UK's reputation amongst international student markets. For example, the Government has discussed introducing changes to skilled salary thresholds and the shortage occupation list, which could impact universities' ability to attract certain categories of staff including lab technicians, IT specialists and language tutors.

### **Items B: For Information**

#### **3. REF 2029**

Court will wish to note that the next REF submission has been delayed by a year to 2029. This follows a broad consultation on the initial decisions published by the four funding bodies in summer 2023. Research England released a statement in December acknowledging the quality and volume of input to the consultation and announcing some preliminary decisions and next steps, pending the publication of a summary report in spring 2024. Following this, on 25 January, the REF Steering Group announced an update on the development of approaches to the assessment of People, Culture and Environment (PCE), in response to feedback received from the sector on this component of REF, which included significant concerns about how this element could be robustly measured. A project has been commissioned to develop a shortlist of indicators to be used to evidence and support institutions' PCE submissions. The extension of the timeframe to 2029 allows an opportunity for more testing of the indicators which will be developed, and the Steering Group further announced a pilot exercise which will involve drafting of example PCE submissions by a sample of HE institutions for assessment by pilot panels. I can update Court further at the meeting.

#### **4. SMG Appointments**

Professor Dame Muffy Calder, Vice Principal and Head of the College of Science and Engineering, was reappointed for a second five-year term from 1 January 2020. Her term of office is therefore due to end on 31 December 2024, and we have initiated a global search for her successor with the help of recruitment consultants.

## 5. Key activities

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

### **Academic Development and Strategy**

- 12 December: Senate
- 20 December: Museums in the Metaverse – tour and briefing from colleagues in the College of Arts and Humanities
- 4 January: Digital Chemistry briefing
- 1 February: Senate
- 5 February: SMG Dinner Discussion with Sir David Eastwood, former Vice-Chancellor of University of Birmingham
- 7 February: Briefing on UofG-led Scottish Council on Global Affairs

### **Internationalisation Activities**

- 24 November: Meeting with Secretary-General, The Guild of European Research-Intensive Universities
- 24 November: Chaired CIVIS European University Alliance Board of Rectors Meeting. Glasgow currently holds the CIVIS Presidency until March 2024.
- 29 November: Universitas 21 Presidents' Peer to Peer Meeting
- 4 December: Meeting with the Deputy Chief of Mission at the US Embassy, with DVC External Engagement
- 11 December: Recorded a message of congratulations for the 74<sup>th</sup> anniversary of our partner, Gadjah Madha University, Indonesia
- 11 December: I hosted the President of City University of Hong Kong along with a senior delegation, and signed an MoU between our two institutions.
- 1 February: I hosted the new Interim Vice President for Global Engagement, McGill University in Canada
- 7 February: Recording of video content to support a case study for Universitas 21, regarding development of guidance and policies on implications of Generative AI
- 7 February: Meeting with the Chinese Consul General
- 8 February: Travel to India for a series of University engagements with industry, academic partners and prospective students. I will also speak on a panel at the QS India Summit on the topic of Social Impact and Community Engagement

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

#### **USS Meetings**

- 27-28 November: USS Investment Committee strategy days
- 7 December: USS Board Finance Workshop
- 7 December: USS Trustee Board meeting
- 11 December: USS Board training session on EDI

- 19 December: USS Trustee Board meeting
- 26 January: USS Strategy 2030 – consultation interview
- 31 January: Informal Valuation Investment Strategy catch up – USS
- 6 February: USS Investment Committee meeting

#### Other external engagement

- 23 November: Catch up with Chief Executive, Royal Economic Society in my capacity as Chair of Trustees
- 23 November: I gave the keynote speech at the SCDI Influencer Dinner on the topic of Adam Smith's Tercentenary
- 1 & 2 December: Attended Scotland International Conference
- 4 December: Adam Smith Paving Stone Unveiling, with the Rector and the Lord Provost. The City of Glasgow and the University jointly unveiled commemorative paving stones at High Street to mark the Adam Smith Tercentenary.
- 5 December: I spoke at an event at the UK Ambassador's residence in Rome entitled 'Valuing Cultural Capital', highlighting a collaboration between the University of Glasgow and the International Centre for the Study of the Preservation and Restoration of Cultural Property, bringing together economists and global heritage experts to discuss the value of culture and heritage.
- 12 December: Chaired High School of Glasgow Educational Trust meeting
- 14 December: I gave a welcome to attendees at the Kilbryde Hospice Carol Concert, which was taking place in the University Chapel
- 18 December: Regular catch up with the Director of the Scotland Office
- 18 December: SFC-convened discussion with Scottish Principals about the proposed Scottish Health & Biomedicine Institute
- 8-12 January: Hong Kong University Grants Committee meetings
- 19 January: UCEA Heads of Institutions meeting
- 21 January: Hosted the Archbishop of Glasgow – the Archbishop led Mass in the Chapel and attended a dinner
- 22 January: Chaired High School of Glasgow Educational Trust Meeting
- 23 January: Official Launch of Scotland Beyond Net Zero, joint research initiative with University of Edinburgh, supported by the Cabinet Secretary for Net Zero and Just Transition
- 24 January: Catch up with Principal of Edinburgh Napier University
- 26 January: Regular catch up with Director of the Scotland Office
- 30 January: I spoke on a panel at a National Institute of Economic and Social Research event focused around the Adam Smith Tercentenary
- 31 January: Universities Scotland Main Committee Meeting
- 31 January: Universities Scotland/Scottish Funding Council Liaison Meeting
- 2 February: Meeting with the Leader of Scottish Labour
- 6 February Cross-Cabinet discussion with Scottish Principals and Cabinet Secretaries and Ministers regarding contribution of HE to sustainable economic growth
- 7 February: Meeting with the Leader of Glasgow City Council and Director of Regional Economic Growth, Glasgow City Region

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

- 27 November – 12 December: Winter Graduation ceremonies
- 24 November: Filming Christmas Message for the UofG Community
- 4 December: Official Opening of the new Adam Smith Building / PGT Hub – opened by Cecilia Rouse, former Chair of President Biden’s Council of Economic Advisers and President of the Brookings Institution. We were also delighted to confer an honorary degree on Ms Rouse.
- 11 December: New Year Message Filming
- 13 December: SMG Marketing and Communications Sub-Group
- 13 December: Internal Fundraising Advisory Board, focusing on future fundraising strategy
- 13 December: Attended Together Against Gender-Based Violence artwork exhibition, which formed part of the University’s GBV campaign, linked to the UN 16 days of activism against gender-based violence
- 14 December: I addressed colleagues at the External Relations Directorate away day
- 18 January: Regular meeting with SRC Executive
- 18 January: Recorded a message for Chinese New Year
- 22 January & 25 January: Interviews for Executive Director of Estates
- 22 January: Rectorial Election Nominations Court
- 26 January: Presentation ceremony for the Carnegie Trust Robertson Medal, which was awarded to a University of Glasgow PhD student in Mathematics & Statistics
- 26 January: XPRIZE Steering Group Meeting
- 27 January: Hosted the University of Glasgow Burns Supper in the Bute Hall for alumni and friends
- 6 February: Regular meeting with SRC Executive

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

In addition to standing and regular items, which include Management Accounts and Strategic Risk Review, the following issues were discussed:

#### ***SMG Meeting of 28 November***

- Together Against Gender-Based Violence
- Industrial Action
- Establishment of the University’s Academic Consultancy Service
- State of the City Economy Conference
- Scottish Cancer Conference
- EPSRC Strategic Equipment Bid

#### ***SMG Meeting of 11 December***

- Industrial Action
- REF2029
- IFS Report on Education Spending in England
- Graduates who Teach - Short Life Working Group

- Admissions Update
- International Staff - Visa Application Fees and Health Surcharge Fees
- Exam Planning and Policy - Update and Challenges
- Institutional Approach to Output Scores relating to REF

***SMG Meeting of 19 December***

- University Budget Update
- Admissions Update
- Transformation Quarterly Update
- Examinations - Moodle Issues
- Review of Court Effectiveness - Update

***SMG Meeting of 15 January***

- Academic Consultancy Service
- UKVI - Immigration Policy
- Functional Alignment of Services
- Review of Disability Provision

***SMG Meeting of 23 January***

- Keystone Building
- Scotland's Budget and Fiscal Sustainability
- Strategic Projects Update: James Watt Nanofabrication Centre and GRID Community Health Hub
- Glasgow City Region Investment Zone Phase 2 Update
- IP & Commercialisation Policy
- Mandatory Staff Training
- Election of Rector

***SMG Meeting of 29 January***

- 2024-25 Accommodation Rents
- Equality, Diversity and Inclusion Governance Review Outcome
- Strategic Project Update: Scottish Health and Biomedicine Institute
- Collaboration with University of Birmingham
- April/May Examinations
- International Admissions to UK Universities - media reporting

***SMG Meeting of 5 February***

- Learning and Teaching Strategy Implementation Update
- University of Glasgow Staff Exit Questionnaires
- Accommodation Update

**Court Context Card 14 February 2024 - 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 Nov 2023
<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

**Paper Summary**

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.

**A1 University Gardens – Sit in**

On the 22 January 2024 a group of students from Glasgow Against Arms and Fossil Fuels (GAAFF) started a sit in at 11 University Gardens. Classes and meetings scheduled for that building are being currently being diverted. We have received a petition from the group which outlines a number of demands. As noted in Paper 9.1 – Finance Committee Report – the petition was discussed and it was agreed that a working group would be established to review the petition with a final report and recommendations due to be put to Court in June 2024. **Annex 1** provides a recent update on the situation.

**A2 Court Effectiveness Review – Autumn 2023**

The Court Effectiveness Review final report is attached as **Annex 2**. The report suggests that this would be achieved through a leaner, more agile committee structure. The recommendations should be regarded not as firm requirements, but as suggestions for the University Court to consider. Court is **asked to consider the recommendations** in the Report and that if in agreement, invite the Court Governance Review (CGR) working group to oversee implementation of the recommendations.

**A3 Search Committee**

Court is **asked to review and approve Annex 3** which outlines the Search Committee. This paper will follow shortly.

**Key points from Section B****B1 Rector's Election**

We received 4 nominations for the Rectors Election – Dr Ghassan S. Abu-Sittah, Susan McCabe, The Hon Lady Rita Rae and Paul Sweeney MSP. The Clerk of Senate is currently considering a complaint against one of the candidates. We are currently taking legal advice on this and will share more information at the Court meeting.

**B2 Organisational Change**

Court is **asked to approve** the rebranding of Health, Safety and Wellbeing.

**B3 New and continuing Court members and Sub Committees**

The paper provides an update on Court and Sub committee appointments.

**B7 Honorary Fellowship**

**Annex 5** contains a nomination form for the award of an Honorary Fellowship to Alan Seabourne.

Court is **asked to approve** the Honorary Fellowship.

**B8 The Stevenson Trust**

**Annex 6** outlines a proposal for the change of use of restricted funds. Court is **asked to approve** the application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

**Topics to be discussed****Action from Court**

As above plus any B items Court members may wish to discuss

**to consider the recommendations** in the Report and that if in agreement, invite the Court Governance Review (CGR) working group to oversee implementation of the recommendations.

**to review and approve Annex 3** which outlines the Search Committee.

**to approve the** rebranding of Health, Safety & Wellbeing to University Safety & Resilience

**to approve** the Honorary Fellowship

**to approve the application for change of use** of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

**Recommendation to Court**

**to approve the** implementation of the recommendations in the Court Effectiveness Review

**to approve the** actions as listed above

**Relevant Strategic Plan workstream**

Empowering People, Agility, Focus

**Most relevant Primary KPI it will help the university to**

NA

Most relevant Secondary KPI it will help the university NA

Risk register - university level

Demographics

% of University

100% Cross University application on several items

Operating stats

% of

Campus

All locations

External bodies

UK and Scottish Governments; EU; Public health authorities;

Conflict areas

Other universities that have done something similar

Other universities that will do something similar

Relevant Legislation

Scottish Government Roadmap; industrial relations legislation

Equality Impact Assessment

Suggested next steps

Any other observations





**Court – Wednesday 14 February 2024**

**Report from the University Secretary**

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

### *A.1 University Gardens – Sit in*

On the 22 January 2024 a group of students from Glasgow Against Arms and Fossil Fuels (GAAFF) started a sit in at 11 University Gardens. Classes and meetings scheduled for that building are being currently being diverted. We have received a petition from the group which outlines a number of demands. As noted in Paper 9.1 – Finance Committee Report – the petition was discussed and it was agreed that a working group would be established to review the petition with a final report and recommendations due to be put to Court in June 2024.

**Annex 1** provides a recent update on the situation.

### *A.2 Court Effectiveness Review – Autumn 2023*

The Court Effectiveness Review final report is attached as **Annex 2**. As noted in the report it's evident that the Court of the University of Glasgow is well run and that the University as a whole is well governed. The Court continually reviews and reflects on its activities and has implemented numerous improvements over the years; these have enhanced the working of Court and have served to ensure that Court members can input meaningfully into the governance and oversight of the University. Current governance arrangements exhibit many strengths which represent best practice across the sector. Even so, there are always opportunities to enhance provision still further – the report suggests that this would be achieved this through a leaner, more agile committee structure. The recommendations should be regarded not as firm requirements, but as suggestions for the University Court to consider.

Court is **asked to consider the recommendations** in the Report and that if in agreement, invite the Court Governance Review (CGR) working group to oversee implementation of the recommendations.

### *A.3 Search Committee*

Court is **asked to review and approve Annex 3** which outlines the Search Committee.

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

### *B.1 Rector's Election*

We received 4 nominations for the Rectors Election – Dr Ghassan S. Abu-Sittah, Susan McCabe, The Hon Lady Rita Rae and Paul Sweeney MSP.

The voting in the election takes place on Monday 25 March – Tuesday 26 March 2024. Further details in the manifestos can be found on the University website - <https://www.gla.ac.uk/myglasgow/students/uofgrector/> .

The Clerk of Senate is currently considering a complaint against one of the candidates. We are currently taking legal advice on this and will share more information at the Court meeting.

## B.2 *Organisational Changes*

As reported at the previous Court meeting a proposal has been put forward for the rebranding of Health, Safety & Wellbeing to University Safety & Resilience. The Concerns noted at the last meeting were put to the Health, Safety and Wellbeing Committee.

The Committee discussed the concerns raised by Court - Paper 9.6 – Health, Safety and Wellbeing Committee Report and noted that the rationale for the change was to reflect the inclusion of Wellbeing within the current Occupational Health service, to recognise the inclusion of Business Continuity in the teams remit and to minimise confusion with OH, the School of Health and Wellbeing, and the Estates Safety and Compliance function. The Committee agreed to put forward the recommendation that Health, Safety & Wellbeing be rebranded to University Safety & Resilience.

Court is **asked to approve** this change.

## B.3 *New and continuing Court members and Sub Committees*

Professor Tara Brendle began her term on Court on 1 January 2024 as Elected Academic Member of Staff for four years.

The Nominations Committee approved the appoints of Stephen Good and Jim McIntyre to the Estates Committee as External Lay members for four years from 1 January 2024 to 31 December 2027.

Court is **asked to note** the appointments.

## B.4 *Appointments*

Dr Neil Bowering has been appointed Executive Director of Student & Academic Services. Neil will be well known to colleagues across the University, having filled a number of roles, including Director of Professional Services for COSE and Deputy Head of College in MVLS.

Peter Haggarty has been appointed Executive Director of Estates with immediate effect. Peter has been a member of staff at UofG since 2015 and has served as Interim Executive Director of Estates since September 2023.

## B.5 *Glasgow Green – The University of Glasgow’s Climate Change Strategy and Action Plan*

Following the recent appointment of Roddy Yarr as the Director of Sustainability, it has been agreed that the annual update to Court will be provided at the next Court meeting as this will allow a number of new avenues to be more fully explored before the annual update to Court.

## 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 4**.

## B.7 *Honorary Fellowship*

**Annex 5** contains a nomination form for the award of an Honorary Fellowship to Alan Seabourne.

Court is **asked to approve** the Honorary Fellowship.

*B.8 The Stevenson Trust*

Sir Daniel Macaulay Stevenson (1851 – 1944) gifted £20,000 to the University in 1920 for the foundation of a Citizenship Fund Trust. The capital of the Fund was to be held in trust by the University Court with the free annual income to be applied in accordance with conditions set out in a memorandum.

The level of free annual income is not sufficient to meet the original Fund conditions. In addition, the governance arrangements set out in the memorandum would benefit from modernisation. As a result, a surplus has built up in the fund (circa £380,000) based on accumulated revenue of circa £20-30,000 per annum.

It is therefore proposed to seek permission to make changes both to the conditions under which the Fund revenue may be spent, and to the governance arrangements, to ensure that the original purposes of the Fund may be better achieved. This would require firstly the consent of the University Court (as trustees of the Fund) and, secondly, a successful application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR). The College of Social Sciences and School Social & Political Sciences are supportive of the proposed changes and are involved with the discussions. Further details can be found in **Annex 6**.

Court is **asked to approve** the application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

Dear Colleagues and Students,

I am writing to update you on the sit-in at 11 University Gardens.

The sit-in began on 22 January; since then staff and students have been unable to use the building for teaching or to access offices. While the sit-in has been entirely peaceful and no damage appears to have been done to property, the action has caused disruption to classes and inconvenience and stress for colleagues. At all times, our overriding priority has been the health and safety of everyone involved.

The University upholds the right of students and staff to express their political views and to exercise free speech. However, we took the decision yesterday to lock the doors of the building – henceforth, the student protestors (organised under Glasgow Against Arms and Fossil Fuels – GAAF) will be allowed out of number 11 University Gardens whenever they wish but will not be allowed back in. The students had announced that they proposed to use the building for community events; this meant that non-members of the University community could be allowed in, creating a potential health and safety risk.

Following a petition last semester, the University has set up a working group chaired by a lay member of Court (the University's governing body) to consider the issue of divestment in the defence sector and related matters. This group will report to Court, which is expected to make a final decision by June at the latest. We have informed GAAF that they are very welcome to engage with the working group and have also offered a meeting with the Principal to discuss their demands.

On 4 February, the student group expanded its demands to include, amongst other points, a proposal that the University of Glasgow should donate £100m to the rebuilding of the Islamic University of Gaza. This and other demands will be put to the University Court at its next meeting. In the meantime, the University position on the conflict in the Middle East remains the same – we have called for the immediate release of all hostages and a humanitarian ceasefire (we are possibly the only university in the UK or one of very few to make this call) and are actively exploring what we can do to support those affected by the conflict (including colleagues at the Islamic University of Gaza). We are in contact with student groups affected by the conflict in various ways and stand ready to provide personal support to any member of the University community who needs it.

I am especially grateful to colleagues in the Security team who have been on hand throughout and who have handled matters with their usual professionalism and care.

We will share further information as and when it becomes available.

David Duncan  
Chief Operating Officer and University Secretary

**University of Glasgow**  
**Court Effectiveness Review 2023**  
**Final Report**

**1. Introduction**

- 1.1 The Court is the governing body of the University, and its powers have been defined over a number of years, commencing in 1858 when the Court was first established, and are set out in a series of Acts of Parliament, the Universities (Scotland) Acts 1858-1996 and the Higher Education Governance (Scotland) Act 2016, and subsidiary regulations and ordinances.
- 1.2 As the governing body, Court is responsible for ensuring the effective management of the University, the planning of the strategic direction, future development and for advancing its mission. The governing body has ultimate responsibility for all the affairs of the University including appropriate arrangements for financial management. It must be satisfied that the University is compliant with all relevant legal and regulatory obligations and operates with high levels of social responsibility. Court is responsible for the well-being of staff. With the Senate, it is also responsible for the well-being of students and for the reputation of the University. Court has currently 25 members and meets in full session five times a year.
- 1.3 In keeping with the [Scottish Code of Good Higher Education Governance](#) (hereafter the 2023 Code) Court reviews its effectiveness annually and undertakes an externally facilitated review of its own effectiveness and that of its committees, every five years. The last externally facilitated review took place in 2018 and in June 2023 Court agreed to undertake an externally facilitated review.

**2. Effectiveness Review Remit**

- 2.1 The 2023 effectiveness review was overseen by the Court Governance Review (CGR) working group. The external facilitator was Dr Veena O'Halloran
- 2.2 Dr O'Halloran holds a PhD from St Andrews University and has over 30 years' experience in Higher Education management in Scotland. She has worked at the Dundee Institute of Technology (now the University of Abertay), the universities of Aberdeen, Dundee, Edinburgh, and Strathclyde, prior to retiring in 2022. Dr O'Halloran has extensive professional experience in a wide variety of roles, dedicated to the achievement of world class education and research.
- 2.3 Between October 2015 and October 2023 Dr O'Halloran served as a non-executive member of the Board of the Scottish Funding Council. During her tenure she served on the Access and Inclusion Committee, the Finance Committee, the Audit and Compliance Committee and the Remuneration Committee.
- 2.4 Details of the activities undertaken by Dr O'Halloran to generate a set of draft recommendations are set out below.
- 2.5 Details of the approach taken for the 2023 review are available in **appendix 1**. Dr O'Halloran attended 3 meetings of the Court Governance Review (CGR) Group and attended and observed 8 committee meetings – Estates and People and Organisational Development Committees on 25 October, Audit and Risk Committee on 1 November, the Information Strategy and Policy Committee Meeting on 3 November, Finance Committee on 8 November, Remuneration Committee on 16 November, Student Experience Committee on 20 November and Court on 22 November.

- 2.6 Meetings also took place with the Convener of Court, the Rector, the Convener of Court - Elect, the Principal & Vice-Chancellor, the University Secretary, the SRC President, the Chancellor's Assessor, Co-opted Lay members, Elected Academic Members, Trade Union Nominee, Elected Professional staff member and with the Executive Director of People and Organisational Development.
- 2.7 Dr O'Halloran had access to all the relevant Court and Committee papers along with previous Court papers and reports in relation to KPI's, Risk Register and the previous effectiveness review report.
- 2.8 A questionnaire survey of Court members was undertaken, and the survey questions which aligned with the review themes agreed by the CGR working group can be found in **appendix2**. A total of 16 responses were received from Court members, 3 responses from former Court members and 1 response from a Senate member. The detailed results and full responses to the questionnaire were shared with Dr O'Halloran and a summary of the responses can be found in **appendix 3**.
- 2.9 Reflections and observations are provided in each section of the report, with any recommendations for enhancement at the end of each section and listed separately at the end of the report. They should be regarded not as firm requirements, but as suggestions for areas for consideration by the University Court. Although a number of recommendations are made it is worth noting that not every area/comment raised in the review process resulted in a recommendation.

### **3. *Areas of Good Practice and Actions taken in response to the previous effectiveness review***

- 3.1 During the review a number of areas of good practice were identified which include:
- Court members are asked on an annual basis to agree to abide by the Code of Conduct for Members of Court and also to uphold the Nine Principles of Public Life.
  - Court undertakes an annual review of the Convener of Court's performance.
  - Court undertakes an annual review of the University Secretary's performance.
  - Pre-Court briefings allow members to receive an in-depth update from Colleges and key functions within the University.
  - Court members can provide feedback on an ongoing basis so that any enhancements can be made during the academic year.
- 3.2 In addition, in the course of the review, a number of helpful innovations introduced since the 2018 review were noted. These included:
- Appointment of vice chairs for all sub-committees
  - The organisation of a public meeting with stakeholders at least once a year (as required by legislation)
  - The regular rotation of Court meetings around the various campuses
  - Meetings between the Convener and individual Court members, organised on a two-yearly cycle
  - Quarterly briefing meetings involving the Convener and chairs of the main sub-committees
  - The delegation of the convenorship of the Remuneration and Nominations committees to lay members other than the Convener
  - The organisation of the calendar of meetings to allow effective interaction between the sub-committees and ensure that Court receives clear recommendations informed by detailed discussion at relevant sub-committees.
- 3.3 **Appendix 4** details the recommendations and actions taken from the review in 2018. During the 2023 review it was noted that there were a number of recommendations from 2018 still to

be taken forward. Court is encouraged to fully implement any outstanding recommendations.

**Recommendation 1: to review the recommendations outstanding from 2018 with a view to implementing any relevant recommendations in line with the current report.**

**4. Arrangements for assurance of compliance with statutory instruments and the Scottish Code of Good HE Governance 2023.**

4.1 The University follows best practice in all aspects of corporate governance relevant to the higher education sector and the University complied with all the principles and provisions of the 2017 Scottish Code of Good Higher Education Governance. In the past year, the election of the new Convener of Court (who takes up office on 1 August 2024) was conducted in a way that was fully compliant with the 2016 Act.

4.2 While the 2023 edition of the Code was not radically different from the 2017 version, it included some minor revisions to take account of legislative changes and of good practice from the previous six years. It also incorporated guidance from:

- Scottish Ministers' 2021 revised Model Code of Conduct
- Statutory Guidance on gender Representation on Public Boards Act (2018)
- Legal requirements in the Higher Education Governance (Scotland) Act 2016, which came fully into force on 30 December 2020

4.3 It also took into account feedback from a range of stakeholders, including HEI governing bodies, trade unions, the Scottish Funding Council and Scottish Government.

**Recommendation 2: That Court reviews the 2023 Code with a view to implementing any necessary changes by September 2024.**

**5. Governance documentation and structural arrangements**

5.1 The University of Glasgow was founded by Papal Bull in 1451, but its modern constitutional framework derives from the Universities (Scotland) Acts 1858 to 1966 and the Higher Education Governance (Scotland) Act 2016. These Acts make provision for the main statutory bodies and officers: the Court, the Senate, the General Council; the Chancellor, the Principal and Vice Chancellor, and the Rector, and set out the powers and duties of those statutory bodies, as well as specifying their composition. From 1858 until 1966 the instruments by which the University exercised its powers were Ordinances. These were drafted by the University but given legal authority by the Privy Council after approval by the General Councils of the other Scottish Universities. The Universities (Scotland) Act of 1966 gave the power to make legal instruments back to the Universities themselves - these being known as Resolutions. Court issues the Resolutions having consulted widely with the University community. In a few restricted areas, mainly of constitutional importance, Ordinances are still required. The University also abides by the Scottish Code of Good Higher Education Governance and more recently will be looking to fully implement the 2023 Code.

5.2 Section 27 of the 2023 Code highlights that *“all governing body members are collectively and equally responsible for ensuring that the charity fulfils its charitable purpose(s) and accountable for all the governing body’s decisions. Members should take an active part in all governing body business and should not confine their contributions to matters that appear relevant to their background or the particular constituency that appointed or elected them.”*

5.3 The 25 members of Court bring a wealth of skills and experience to the Court and its committees. Court is well served by a highly experienced and skilled University Secretary and a very capable Clerk.

5.4 **Appendix 5** details the governance structure for the University and outlines the main responsibilities of the committees of Court. The Committees of Court are:

- Finance Committee
- Estates Committee
- Audit and Risk Committee
- People and Organisational Development Committees
- Information Strategy and Policy Committee
- Remuneration Committee,
- Student Experience Committee – joint with Senate
- Health, Safety and Wellbeing Committee
- Nominations Committee
- Chancellor's Fund Advisory Committee

5.5 As noted in the 2023 Code, at a minimum, a governing body's committees must include a nominations committee, an audit committee, and a remuneration committee, or their equivalents. The University has all three, with clearly articulated remits and terms and reference. This review does not recommend changes to these committees, beyond the potential enhancements described below, which could be applied to all Committees. The focus of the remainder of this sector is on the other committees of Court.

5.6 The Committees of Court were all well attended, and members were fully prepared, with ample evidence of effective scrutiny, questioning and challenge from Court members at the meetings. Members and attendees engage effectively and are committed to their roles and ensuring the University's continued success. How the committees operate is influenced by institutional history and culture, custom and practice, the experience of the members and the approach adopted by the chair.

5.7 During the review opinion was expressed that more committees of Court were needed, to address sustainability for example. This seemed to be derived from the belief that the establishment of new committees is the optimum means of addressing current or emerging strategic matters. At the same time the appetite for strategic discussion of cross cutting/intersecting themes or issues was clear and how this could be achieved was raised the discussions. It appears that this latter point is currently being addressed through detailed reports on the wider HE sector context at each meeting. Such reports do not address the desire for cross-cutting consideration of strategic issues (See below).

5.8 The Committees of Court all have wide-ranging, very detailed and sometimes overlapping remits, which have evolved and grown over-time. There is a degree to which all the committee remits overlap (Estates and Finance for example), which can result in the same topics and papers being considered at more than one committee. It is unclear if this is the most efficient and effective way to operate and if it facilitates the cross-cutting strategic discussion required for Court members to make best use of their time.

5.9 Court could consider establishing a structure that included a reduced number of core committees supported at the next level by standing advisory committees for some matters and working groups for others, with purpose and delegation clearly defined. The P&OD Committee has already commenced reflecting on its remit and although at an early stage the discussion



at its recent meeting was very constructive resulting in a number of ideas on the best way forward to ensure external lay members are able to feed into policy development and act as an advisory group focussing on staff experience

- 5.10 One solution might be the establishment of a Finance and General Purposes Committee (F&GP) to achieve the objective of considering cross cutting/intersecting themes. The F&GP could be supported by thematic groups with members drawn from the Court and the Executive – for example, a Campus Development Board and the Sustainability Working Group, both of which could report to Court via the F&GP Committee. All health and safety matters should be considered by the Health, Safety & Wellbeing Committee to avoid duplication and ensure proper scrutiny of these matters, as required by health and safety legislation.
- 5.11 The Information Policy & Strategy Committee should continue to operate under its present dual remit, covering both strategy/policy and delivery/operations. As with other committees, care should be taken to avoid duplication of effort – for example, clearer delegation between the role of the IPSC and the Cyber Security Working Group would be helpful.
- 5.12 Finally, the Student Experience Committee should continue to provide an inclusive forum which brings together student representatives, members of senior management, other members of staff and Court members to take a broad overview of the non-academic aspects of student life on campus. The current arrangement by which the committee is co-convened by the SRC President, and a senior manager underlines the joint responsibility which the University and the student associations have for shaping and supporting diverse aspects of the student experience. Court should consider ways of ensuring that the student voice is given appropriate and sufficient time at meetings; and should invite the SEC to consider how it ensures all aspects of the student experience and related policy development are covered

**Recommendation 3: That Court considers whether the current committee structure is optimal.**

**Recommendation 4: That Court reviews the remits of all the committees of Court to ensure strategic consideration and avoid unnecessary duplication.**

**Recommendation 5: That Court continues and, where possible, extends its present good practice of engaging informally with diverse groups, including students and members of staff, in order to inform the work of the Court.**

## **6. Composition of Court and Committee Membership**

- 6.1 Currently the Nominations Committee provides oversight on the planning, policy and process for the appointment of the Convener of Court, and co-opted lay members, including succession planning for key roles on Court and makes recommendations to Court on the appointment of co-opted lay members. Due to the nature of the composition of Court as outlined in Ordinance, some members are elected or nominated by certain constituencies which are out with the control of the Nominations Committee.
- 6.2 Section 91 of the 2023 Code states that *“The nominations committee is expected to consider the field of candidates against a skills register and also to consider whether candidates share the values of the institution and will add to the overall success and health of the institution. The nominations committee must also give due consideration to issues of equality and diversity, in line with Section 3 of this Code, and to the appropriate inclusion in the governing body of relevant stakeholder groups.*

- 6.3 The University Court must also abide by the Gender Representation on Public Boards (Scotland) Act 2018 (2018 Act) which states that *the ‘gender representation objective’ for a public board is that it has 50% of non-executive members who are women.*
- 6.4 The Nominations Committee has used a mixture of appointment methods from single candidate interviews to open call for applications. At present the balance and diversity of Court members is regularly reviewed and it is suggested that Court continues to monitor this to ensure that Court has a diverse membership along with meeting the gender profile required as part of the 2018 Act. Where necessary, Nominations Committee might consider making use of the University’s in-house recruitment consultant or an external agency to increase the pool of potential candidates for Court and its committees.

**Recommendation 6: That Court considers using the University’s in-house recruitment consultant or an external agency when recruiting external lay members, alongside formal advertising of the role(s).**

- 6.5 Following the implementation of the Higher Education Governance (Scotland) Act 2016 elected members of Court are automatically allowed to stand for a second full term without the requirement to run for re-election. It is unclear if this provides the best mechanism to ensure that Court benefits from the participation of staff from across the University.

**Recommendation 7: That Court reviews the process for the re-election of staff members**

- 6.6 While membership of committees of the Court are set out in the remit of committees, the process for assigning individual members to different committees or the rationale for doing so is unclear. In the review discussions, different opinions on how recommendations were made to the Nominations Committee and how decisions were made, and who was involved, were expressed e.g. some assumed that members were assigned to the committee most appropriate to their background, experience and skill set; other understood it derived from personal preference or assumed it related to the route to membership, with e.g. staff members of some committees and lay members on others; some queried how the final judgement was made and who was involved.

Committees should be comprised of members who can best support the aims of the Committee. The Nominations Committee should ensure that members invited to serve on particular committees have the relevant skills and experience.

- 6.7 Section 31 of the 2023 Code states that *“All governing body members must be considered full members of the governing body and treated as such, regardless of their background as governing body members. Once appointed, all members assume the same responsibilities, obligations and rights and should be expected and supported to participate fully in all governing body business, including through membership of committees of the governing body, unless a clear conflict of interest is identified. The roles of the Chair, Rector (where there is one) and Principal have additional aspects, which are prescribed in legislation, in institutional protocols and in this Code. Otherwise, there are different categories of member only in that there exist distinct routes to appointment to the governing body.”*

**Recommendation 8: A Court member should have the opportunity to express an interest in being a member of a specific committee which Nominations Committee may take into account. The primary criteria for membership should remain the skills and knowledge that will best support an effective Committee.**

**Recommendation 9: Where possible, committees should have a balance of members drawn from across Court or has a balance of members in keeping with the Code.**

**Recommendation 10: In the interests of full transparency, the process for assigning Court members to committees of Court and joint Court-Senate Committees should be clearly outlined and published.**

## **7. Court documentation and committee papers**

7.1 The papers and presentations presented by the Executive at the Committees were often lengthy and very detailed, including unnecessary procedural and operational matters. While such details are required for the Audit and Risk Committee to fulfil its responsibilities, the focus of most committees is on setting strategic objectives, monitoring of outcomes and analysis of trends. While the reports to the committees of Court contain elements of this, the information balance is not always what it might be. Thus, time is spent presenting, discussing and explaining process and procedure and day to day issues. This can result in the rationale for the content and what Court in being asked to do not being as clear as it might be, and the committees being drawn into process and tactics rather than strategy. And while the committee Chairs are effective in reining in discussions that stray into executive and operational matters, this should not be necessary.

**Recommendation 11: That in preparing papers and presentations for Court and its Committees authors should ensure the balance of the content is appropriate.**

7.2 The 2018 review report includes a recommendation to “*Ensure that papers are well written and that verbal introductions and cover sheets indicate clearly what is expected of Court*”, which has been partially implemented. In 2023 work to ensure that all papers are clear, concise and that cover sheets are clear, is ongoing. It is evident that attempts are being made to introduce a cover sheet for papers, but this is not universally or consistently adopted.

7.3 The cover sheet should provide a brief statement of the purpose and high-level summary of the paper, a clear statement of what the committee is being asked to do and the intended outcome. It should also include brief statements on key issues such as finance, equality and diversity, health and safety, risk and sustainability.

**Recommendation 12: That priority is given to implementing a single version cover sheet for all papers for Court and its committees, to ensure clarity of purpose and consistency of approach.**

7.4 It is essential for Court to understand the external environment and the strategic risks and opportunities the University faces. The agendas for the key committees included reports to address this, which are prepared and presented by the relevant member of the Executive. Rather than having multiple versions of the same information, a single corporate report would save executive time and ensure consistency. This could encompass the University's high-level risk register and include a statement about the University's risk appetite.

**Recommendation 13: That a single version of content relating to the external environment and strategic risks be produced for all relevant committees.**

7.5 Whilst the Court website has a large amount of information in relation to the Court members and meetings, the publication of papers can often be delayed and can be heavily redacted to ensure that no confidential, personal or commercially sensitive information is published. Although across the sector there is no standard process for the publication of the Court papers, it would be beneficial to review the process and support provided to ensure that the information is published in a timely manner.

**Recommendation 14: The publication of the Court papers be reviewed in line with FOI and Data Protection legislation along with an agreed timeframe for publication.**

## **8. Induction**

- 8.1 The 2023 Code sections 52 to 56 provide helpful information on the induction and ongoing development of members of a governing body.
- 8.2 New members of Court currently receive an informal induction on joining the Court and a formal induction session in November which provides more detail on the role of the trustee, governance structure, an overview of key areas of the University and 'Fast Facts for Court Members'. Given the complexity of the HEI environment, which may be unfamiliar to lay-members, and the potential challenges for staff and student members to act as trustees rather than representatives, opportunities beyond the initial induction for further development should be provided. This should be tailored to the needs of each individual member of Court.
- 8.3 Section 54 of the 2023 Code outlines in detail the topics that should be covered in the Court induction. The list was expanded in the 2023 edition to ensure good practice across the HE sector. Induction topics should include:
- the governing instruments and governance framework of the institution including this 'Code'.
  - the role of a trustee;
  - separation of governance and executive functions;
  - delegation of authority;
  - conflicts of interest;
  - questioning skills;
  - relevant financial knowledge and skills;
  - equality and diversity responsibilities;
  - the nature of higher education institutions and the wider legislative and regulatory context;
  - institutional policies relating to the responsibilities of members of the governing body.
- 8.4 Of these the role of a trustee; separation of governance and executive functions; and understanding of conflicts of interest can be the most complex. Members could benefit from refresher sessions in these as their term(s) of service on Court progress.
- 8.5 University of Glasgow is a registered charity, and the members of Court are charity trustees, who must put the charitable purpose(s) of the University ahead of their own interests or others' interests, including those responsible for their appointment or election to the Court. As noted in the 2023 Code *"Members appointed or elected by a particular constituency, or otherwise drawn from a particular sector or community, must not act as if delegated by that constituency."*
- 8.6 All the members of Court have the same responsibilities (apart from the additional responsibilities of those in designated roles) and together form a collective decision-making group.<sup>1</sup> The opportunity to attend external training/development events for new members of

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<sup>1</sup> The 2023 Code also draws attention to the Standards Commission advice notes for stakeholders, covering different aspects of the Codes of Conduct and the ethical standards framework. This includes 'Members: Advice Note on Distinguishing Between their Strategic Role and any Operational Work' which is available at <https://www.standardscommissionscotland.org.uk/education-and-resources/professional-briefings>.

Boards should be provided, with attendance compulsory for members with no prior experience of Board membership.

**Recommendation 15: That the induction of new members of Court includes the topics outlined in the 2023 Code, with particular emphasis on the role of a trustee; separation of governance and executive functions; and understanding of conflicts of interest.**

**Recommendation 16: That refresher events be provided, based on individual developmental needs.**

**Recommendation 17: That new members of Court with no prior experience of Board membership attend an external induction event.**

## **9. Conflicts of Interest**

- 9.1 The 2023 Code Sections 30 to 37 outlines how conflicts should be considered and that a policy should be in place to deal with any direct or perceived conflicts and the University has a detailed policy and process for the management of any Conflicts of Interest.
- 9.2 The [University's Conflicts of Interest Policy](#) applies to all employees of the University, to all those with Honorary and Emeritus status, to all members of the University Court, to external members of Committees and working groups set up by the University, to staff employed by subsidiaries of the University who are also members of University staff. The purpose of this Policy is to protect the University and members of staff from any actual or perceived impropriety and thereby safeguard their reputations and that of the institution as a whole. In addition, members of the University Court are legally required to act in the best interests of the University and to avoid situations where there may be a potential conflict of interest.
- 9.3 The University Court also requires that the Convener and other Court/Court Committee members and members of the University Senior Management Group should declare any personal or business interests which may conflict with their responsibilities to the University on the Register of Interests. The Register of Interest is kept up to date by means of an annual survey of interests carried out by the Court Office and is published on the [University Website](#).
- 9.4 Conflicts of Interest is a standing agenda item for Court and for most Committees of Court. All Court members are asked to declare any interests at the start of each Court.
- 9.5 A small number of members perceived that there was a potential conflict of interest between the Chief Operating Officer and University Secretary's wide-ranging management responsibilities and his role as Secretary to Court. It should be noted that while the post holder has significant managerial responsibilities he is not a member of Court, with attendant decision-making accountabilities.
- 9.6 The 2023 Code Sections 83 to 89 deals with the role of Secretary to the governing body with Section 85 of the 2023 Code stating that "*The Secretary to the governing body must draw to the attention of the governing body any conflict of interest, actual or potential, between the Secretary's administrative or managerial responsibilities within the institution and responsibilities as a Secretary to the governing body. If the governing body believes that it has identified such a conflict of interest itself, the Chair should seek advice from the Principal, but must offer the Secretary an opportunity to respond.*"
- 9.7 Across the HE Sector it is commonplace to have a University Secretary who has a dual role with senior management responsibilities. The current set up at the University does not give

rise to any concerns in relation to a direct conflict of interest as there are clear policies in place. The mechanism to deal with any such conflicts is set out in the 2023 Code. The requirement to highlight conflicts of interest applies to the Secretary to Court, as it does to Court members who may perform multiple roles in addition to their professional responsibilities.

## **10. Resources in the Court Office**

- 10.1 Given the scale of activity which it supports, the staffing complement in the Court Office appears relatively light when compared to other, similarly sized universities. The Executive should consider augmenting the current staffing complement to ensure that Court is properly supported and that good governance is maintained.

**Recommendation 18: That the Executive reviews the current staffing complement in the Court Office and considers augmenting it.**

## **11. Strategy Day**

- 11.1 The holding of an away day at the start of the academic session is common practice across the sector; it represents a good way to inform members of Court about key developments, provide background on major issues which will come up in meetings throughout the subsequent year, and allow members of Court to network with each other and with senior officers. It can also be used to promote discussion on forward strategy – it is important that Court has the opportunity to consider the University's core strategies at a draft stage and to provide meaningful input to them. Sufficient time should be devoted to this purpose at the away day and/or at regular meetings of Court.

**Recommendation 19: That Court and Committee agendas are devised in such a way as to allow sufficient time for discussion of core strategies when they are at a draft stage.**

## **12. Conclusion**

- 12.1 The Court Effectiveness Review comes at a time when the University has had another successful year with the University recently named the Scottish University of the Year by The Times and Sunday Times Good University Guide in 2024 and at a time of excellent academic and financial results. The University has faced a number of challenges over the last few years from the global pandemic to economic pressures and despite these challenges the University is in a strong position to continue to be successful.
- 12.2 It is evident that the Court of the University of Glasgow is well run and that the University as a whole is well governed. The Court continually reviews and reflects on its activities and has implemented numerous improvements over the years; these have enhanced the working of Court and have served to ensure that Court members can input meaningfully into the governance and oversight of the University. Current governance arrangements exhibit many strengths which represent best practice across the sector and which other HEIs could learn from. Even so, there are always opportunities to enhance provision still further – the recommendations set out above point to achieving this through the establishment of a leaner, more agile committee structure. They should be regarded not as firm requirements, but as suggestions for areas for consideration by the University Court.

### Summary of Recommendations

Area	Recommendations	Action to be taken
<b>Actions taken in response to the previous effectiveness review.</b>	<i>1: to review the recommendations outstanding from 2018 with a view to implementing any relevant recommendations in line with the current report.</i>	
<b>Arrangements for assurance of compliance with statutory instruments and the Scottish Code of Good HE Governance 2023.</b>	<i>2: That Court reviews the 2023 Code with a view to implementing any necessary changes by September 2024.</i>	
<b>Governance documentation and structural arrangements</b>	<i>3: That Court considers whether the current committee structure is optimal.</i>	
	<i>4: That Court reviews the remits of all the committees of Court to ensure strategic consideration and avoid unnecessary duplication.</i>	
	<i>5: That Court continues and, where possible, extends its present good practice of engaging informally with diverse groups, including students and members of staff, in order to inform the work of the Court.</i>	
<b>Composition of Court and Committee Membership</b>	<i>6: That Court considers using the University's in-house recruitment consultant or an external agency when recruiting external lay members, alongside formal advertising of the role(s).</i>	

	7: That Court reviews the process for the re-election of staff members	
	8: A Court member should have the opportunity to express an interest in being a member of a specific committee which Nominations Committee may take into account. The primary criteria for membership should remain the skills and knowledge that will best support an effective Committee.	
	9: Where possible, committees should have a balance of members drawn from across Court or has a balance of members in keeping with the Code.	
	10: In the interests of full transparency, the process for assigning Court members to committees of Court and joint Court-Senate Committees should be clearly outlined and published.	
<b>Court documentation and committee papers</b>	11: That in preparing papers and presentations for Court and its Committees authors should ensure the balance of the content is appropriate.	
	12: That priority is given to implementing a single version cover sheet for all papers for Court and its committees, to ensure clarity of purpose and consistency of approach.	
	13: That a single version of content relating to the external environment and strategic risks be produced for all relevant committees.	
	14: The publication of the Court papers be reviewed in line with FOI and Data Protection legislation along with an agreed timeframe for publication.	



<b>Induction</b>	15: That the induction of new members of Court includes the topics outlined in the 2023 Code, with particular emphasis on the role of a trustee; separation of governance and executive functions; and understanding of conflicts of interest.	
	16: That refresher events be provided, based on individual developmental needs.	
	17: That new members of Court with no prior experience of Board membership attend an external induction event.	
<b>Resources in the Court Office</b>	18: That the Executive reviews the current staffing complement in the Court Office and considers augmenting it.	
<b>Strategy Day</b>	19: That Court and Committee agendas are devised in such a way as to allow sufficient time for discussion of core strategies when they are at a draft stage.	

## 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.



### Effectiveness Review Themes

#### 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?

## 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?**

## Court Effectiveness Review – Court Responses

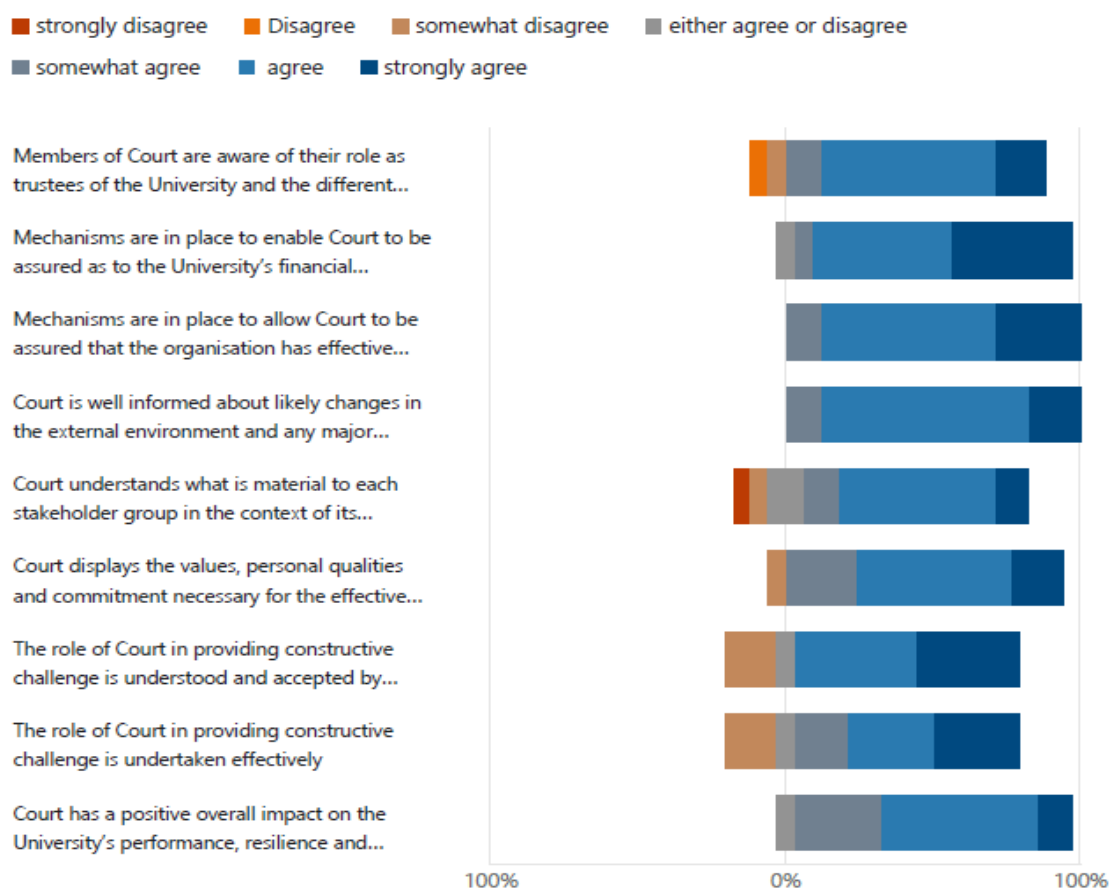
A total of 16 responses were received from Court members – 8 staff members, 6 lay members and 2 anonymous responses. A summary of the findings are listed below and the full comments are in Annex 1.

### Roles and Responsibilities

The highest score overall was - *Mechanisms are in place to enable Court to be assured as to the University's financial resilience and overall sustainability*

The lowest score was - *Court understands what is material to each stakeholder group in the context of its strategy*

#### 1. Roles and responsibilities - to what extent do you agree or disagree with the following statements



1. There is a collegial tone in the Court's deliberations, and it appears that the Senior Management Group (SMG) listens to Court members, which is considered a strength.
2. There is a concern that issues presented by SMG may be presented in a way that emphasises scenarios or conditions likely to gain the support of Court members, rather than a neutral and clear approach to information.



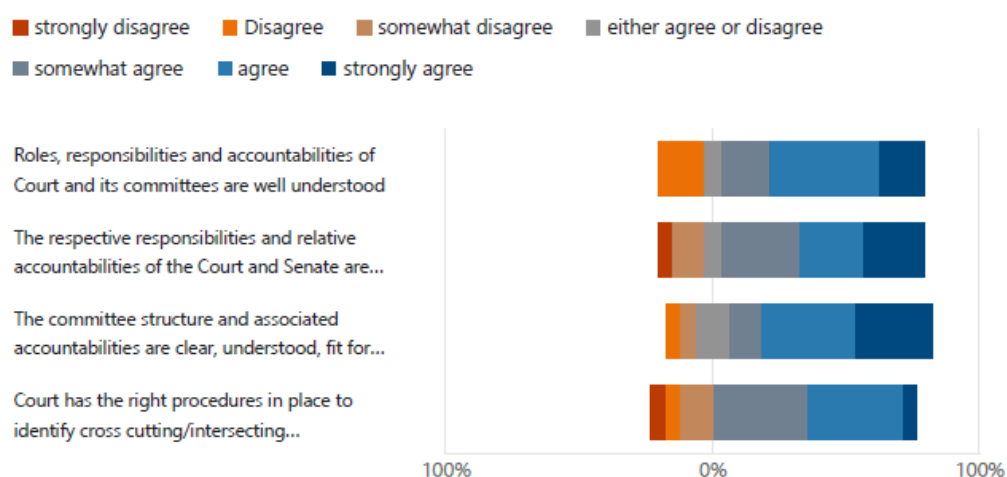
3. The overload of information provided makes it difficult for Court members to gain a comprehensive understanding of the university, hindering their ability to engage at a strategic level for governance matters.
4. The full responsibility of Trustees may not be entirely understood by all Court members.
5. Concerns are raised about the wide-ranging roles of the Secretary to Court, who is also the Chief Operating Officer (COO) of the organization, which is seen as a potential conflict of interest.
6. The university's sustainability strategy implementation has some issues, especially regarding activities off-campus, and it is suggested that Sustainability should have its own committee or clear ownership within an existing committee.
7. The large size of the Court limits its effectiveness, pushing more substantive input down to committees, which requires clearer accountability between committees and Court.
8. Court could benefit from more clarity on how initiatives and performance align with different groups' interests and whether there is room for constructive challenge within

## Committee Structure/ Chairs

The highest score was - *Roles, responsibilities and accountabilities of Court and its committees are well understood*

The lowest score was - *Court has the right procedures in place to identify cross cutting/intersecting themes/issues*

### 2. Committee Structure/ Chairs - to what extent do you agree or disagree with the following statements



1. The relationship between Court and its committees is unclear, and there is a perception of a lack of coordination across committees. The importance of subcommittees needs to be better conveyed and explained to Court members.
2. The balance and mechanisms of committees and reporting are seen as onerous, and there is a need to streamline and develop more efficient processes.

3. There is a perceived disconnect between the everyday teaching work of the university and Court members, who may have limited understanding of teaching and learning conditions and the student experience.
4. The composition and eligibility constraints of Court committees, particularly for university staff, are questioned, and there is a desire for more flexibility in committee membership.
5. There is concern about the lack of clarity regarding responsibility for complex issues and potential confusion in decision-making.
6. Transparency is needed regarding how appointments to committees are made
7. Sustainability is a growing area for the university and their needs to be greater clarity on the committees responsible for this area.
8. There are concerns about cross-cutting issues, the size of Court, and the ability to effectively address key issues.

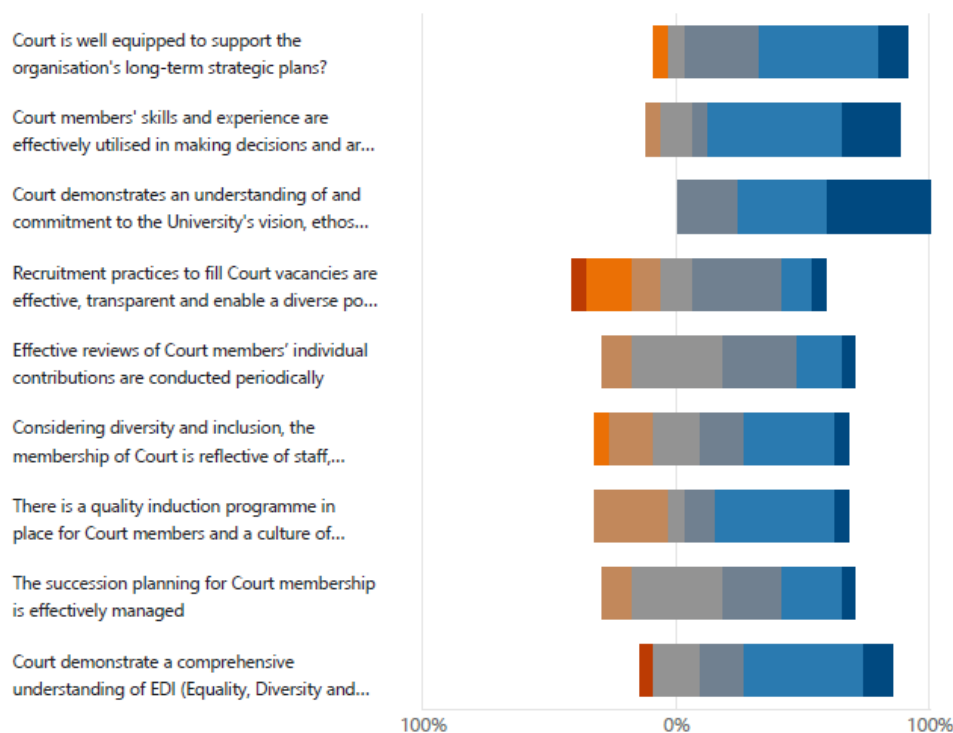
### Composition and Membership of Court

The highest score was - *Court demonstrates an understanding of and commitment to the University's vision, ethos and culture*

The lowest score was - *Recruitment practices to fill Court vacancies are effective, transparent and enable a diverse pool of candidates to be appointed*

#### 3. Composition and Membership of Court - to what extent do you agree or disagree with the following statements

■ strongly disagree   
 ■ Disagree   
 ■ somewhat disagree   
 ■ either agree or disagree   
 ■ somewhat agree   
 ■ agree   
 ■ strongly agree



1. The information provided for Court and Committee meetings is criticized for its excessive detail and repetition, which hinders the oversight and strategic view that was expected.
2. The large size of the Court is seen as a challenge, which can make it difficult to fully support the university's mission and strategic priorities.
3. EDI (Equality, Diversity, and Inclusion) is highlighted as a concern, with mixed perceptions about its importance and how it is managed within Court and Committees.
4. There is a call for more transparency in the appointment of non-staff/student members of Court and a desire for clear rules regarding the selection process to ensure diversity and openness.
5. There is a need for clearer articulation of the relationships between Court, Senate, and other bodies.

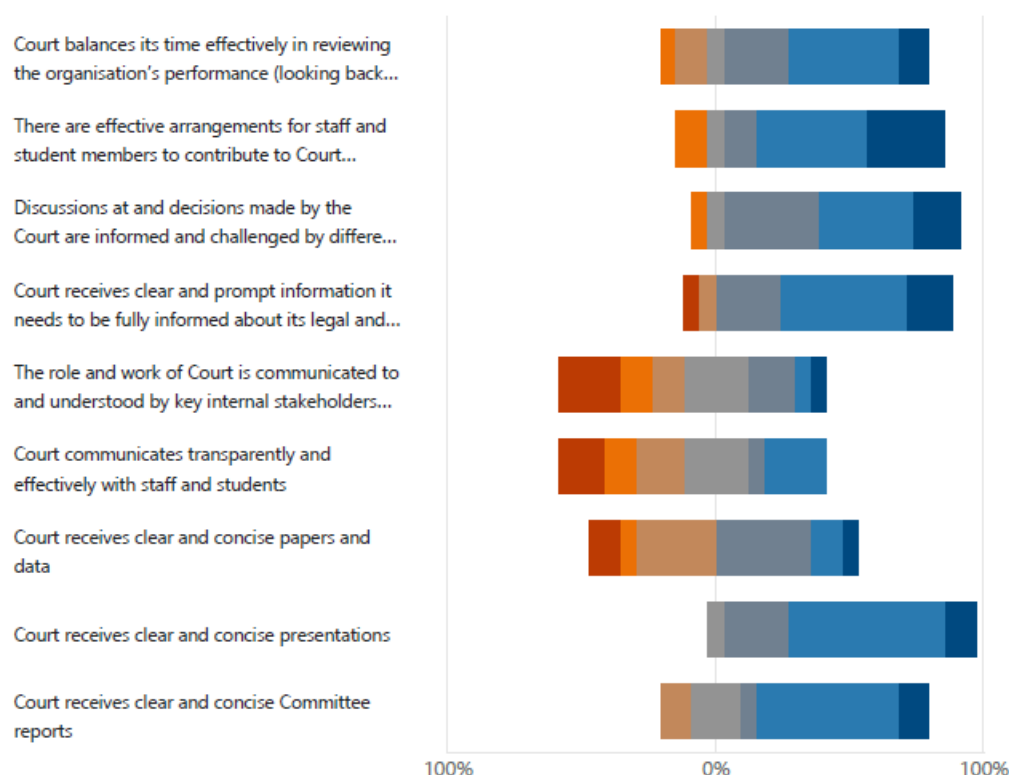
## How Court operates / Good use of time

The highest score was - *Court receives clear and concise presentations*

The lowest score overall was - *The role and work of Court is communicated to and understood by key internal stakeholders especially staff and students*

4. How Court operates / Good use of time - to what extent do you agree or disagree with the following statements

■ strongly disagree   
 ■ Disagree   
 ■ somewhat disagree   
 ■ either agree or disagree   
 ■ somewhat agree   
 ■ agree   
 ■ strongly agree



1. The amount of information in Court papers is often extensive, and there are calls for more concise papers with shorter covering documents pointing to key issues. Papers should be also issued in a more timely manner.
2. The size and complexity of Court papers make it challenging for members to thoroughly explore certain issues, and the time constraints during meetings can hinder in-depth discussions.
3. Limited communication and awareness about Court and its functioning exist among students and staff in the university, and there is a need to address this to allow for more input. There are concerns about the effectiveness of communication between Court and the rest of the university, and clarity is needed on how Court members can access information they believe is important to their roles.
4. The confidentiality of Court proceedings and limited access to papers are concerns, and there is a call for greater transparency and openness.

#### **Other comments**

1. There is a general sentiment of privilege and appreciation for being part of Court, with recognition that there is always room for improvement in governance.
2. Some members express a need for clearer definitions of roles and responsibilities for Court members, as well as better mechanisms for challenging proposals.
3. The governance and executive teams are generally commended for their professionalism, openness to challenge, and lack of defensiveness.
4. There is a desire for formal time compensation for Court duties, particularly for professional services members.
5. Sound quality in virtual meetings is identified as an issue, and there is an overall positive sentiment regarding participation in Court and its committees.

## Appendix 4

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 business of the University outwith formal meetings?	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>
	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.</i>

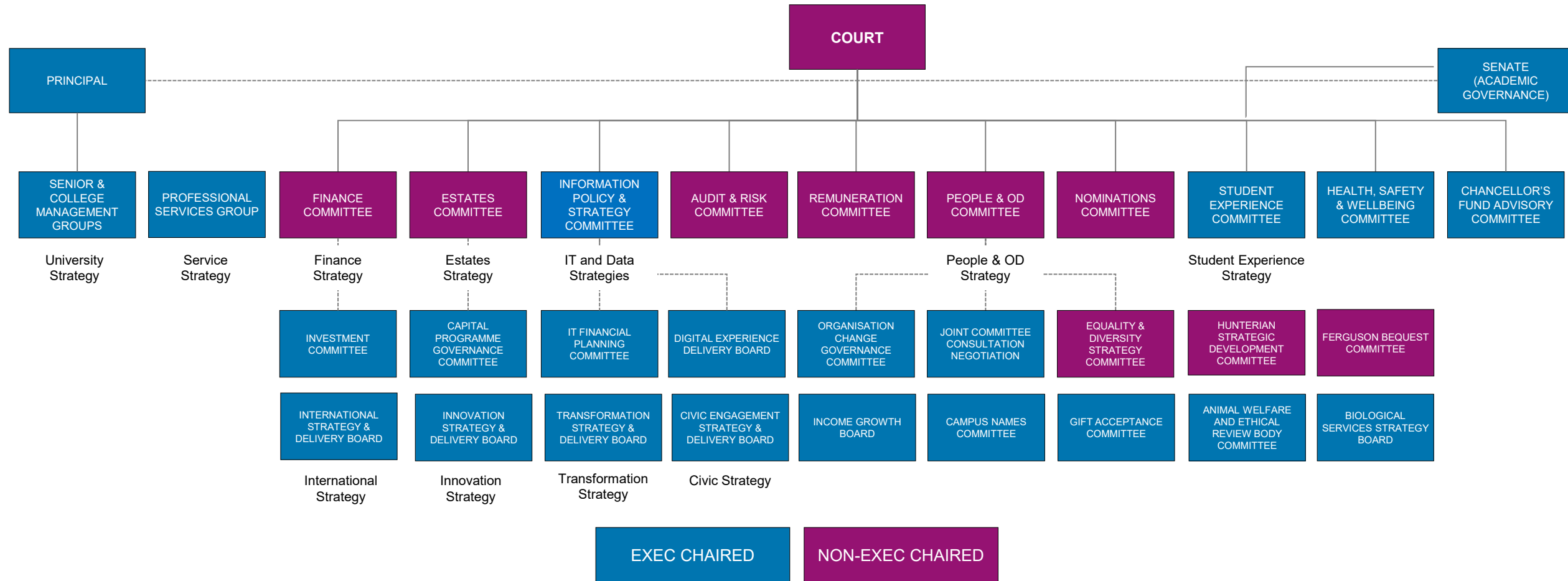
		<i>Sharepoint also holds all past papers which members can be directed to by the Court Office.</i>
	The Court Office should ensure that Court members are invited to functions and events	<i>Completed – the Court Office regularly sends out invites to key functions and events to members.</i>
<b>In general, 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>

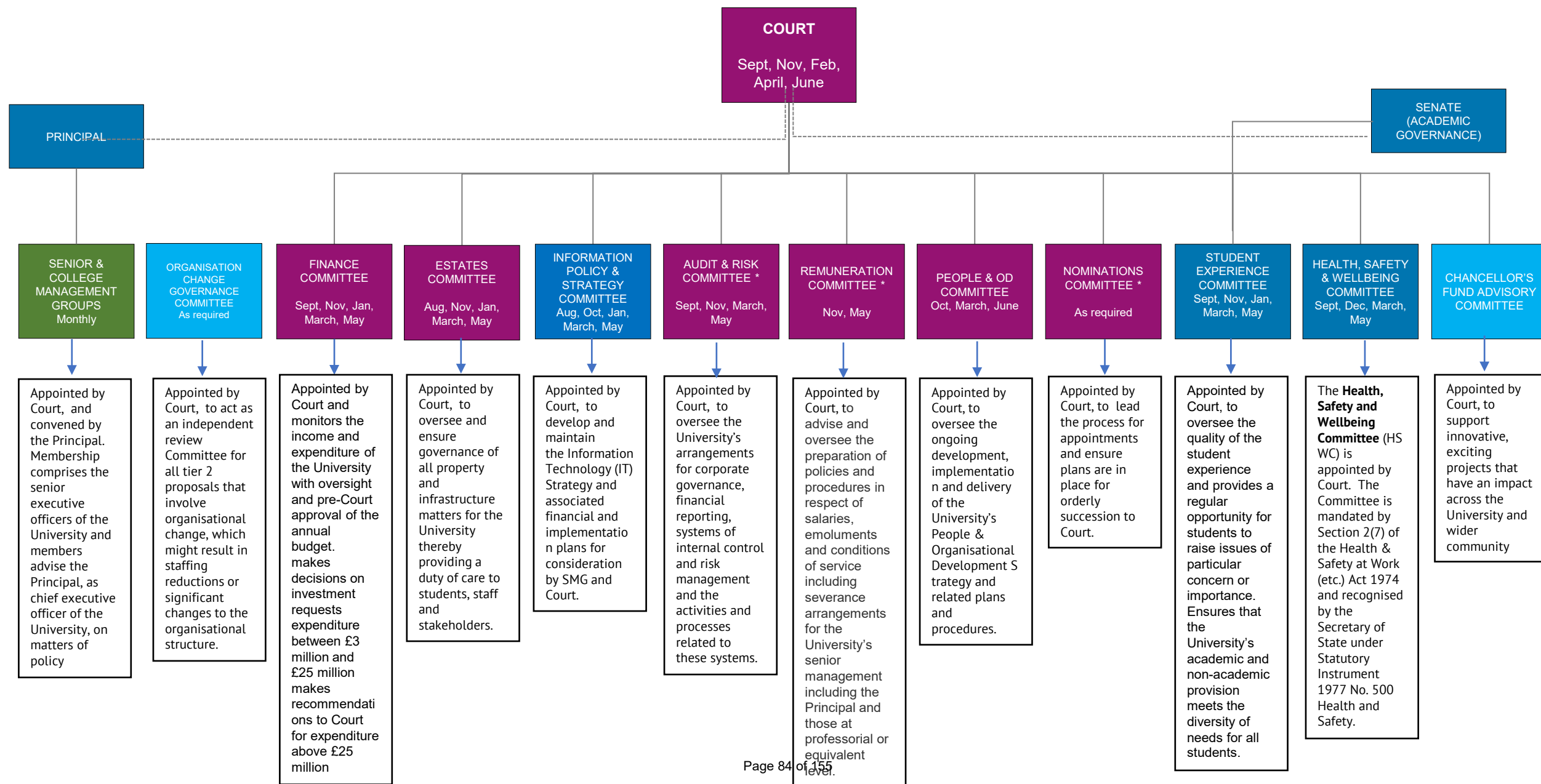
<b>Are the staff and student voices heard clearly at Court?</b>	The Convener should continue to solicit the views of staff and student representatives and ensure that their voice is heard in meetings	<i>Completed – as part of the annual appraisal court members are able to provide feedback on this area 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: a) preparation of papers and data for Court? b) presentations made to Court? 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>

## Appendix 5





**Convener of Court  
Summary of Business –23 November 2023 to 13 February**

Date	Meeting	Location
22 November 2023	Court Effectiveness Review	Glasgow
	Court Agenda Meeting	Glasgow
	Catch up with Bo Hu	Glasgow
	Catch up with David Finlayson	Glasgow
	Pre Court Briefing	Glasgow
	Court Lunch	Glasgow
	Court Meeting	Glasgow
	Court Dinner	Glasgow
23 November 2023	Meeting Charlie Geffen, University of Surrey Chairman	London
	Meeting Brian McBride, Retired Court member & CBI Chairman	London
29 November 2023	Subgroup Call	Virtual
04 December 2023	Catch up with the Principal	Call
	Court Effectiveness Review	Call
12 December 2023	Interview for Advance HE / CUC Board Vacancies Portal	Virtual
14 December 2023	CUC Prevalence surveys and Universities	Call
15 December 2023	Catch up with the Principal	Call
	Board Vacancies Portal Recording	Virtual
21 December 2023	Court Effectiveness Review Group	Virtual
12 January 2024	Court Sub Group - Meeting with POD/Finance	Virtual
18 January 2024	Pre Court Officers Meeting	Virtual
19 January 2024	Court Sub Group - Meeting with POD/Finance	Virtual
23 January 2024	Catch up with the Principal	Call
24 January 2024	Keystone Project presentation to Court, Estates and Finance	Virtual
	Convener Catch up	Virtual
	Finance Committee	Virtual
25 January 2024	TMP 51 Governance session	Cardiff

1 February 2024	Meeting with Ben White, University of Brighton Chair	London
2 February 2024	Convenor Catch up	Call
	Search Committee Meeting	Zoom

University of Glasgow

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

<b>1. NOMINEE'S DETAILS</b>
<b>Name and Address</b> <i>Mr Alan Seabourne</i>
<b>University Degrees and/or other Professional Qualifications held:</b>  <b>HND/HNC Engineering</b>

<b>2. GROUNDS ON WHICH THE GRANTING OF AN HONORARY FELLOWSHIP BY THE UNIVERSITY COURT IS PROPOSED</b>
<p>Mr Alan Seabourne has been an active and contributing Lay member of the Estates committee for 10 years, including many sub-committees and short life working groups. For the last 10 years Alan has given extensively and freely of his time, occasionally equalling and exceeding the time input of our staff and consultants.</p> <p>Alan has contributed to the extensive procurement exercises to procure our Strategic Delivery Partner (Multiplex Construction Europe Ltd) and our design teams that have designed and delivered our award-winning projects such as the JMSLH (£100M), ARC (£116M), ASBS (£83M), CPIHW (£53M) &amp; Infrastructure and Masterplan (£72M). Our Infrastructure and Masterplan recently won the Royal Town Planning Institute Award, ARC won project of the year and the University in recent weeks won the Scottish Governments Client of the Year Award.</p> <p>Alan also supported the University in successfully navigating the contractual complexities of several projects which were on site during the covid crisis.</p> <p>Whilst Alan is required to step down as a Lay member, he has intimated his willingness to continue in making his knowledge and expertise available to the Estates Directorate and the University.</p>

**Proposed by** *[block capitals]*

*PETER J HAGGARTY, EXECUTIVE DIRECTOR OF ESTATES.*

**Signed:** *Peter J Haggarty*      **Date:** 21 November 2023

**Seconded by** *[block capitals]*

*DAVID DUNCAN, CHIEF OPPPERATING OFFICER AND UNIVERSITY SECRETARY*

Signed: 

Date: 22 November 2023

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

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

*The conditions of eligibility are:*

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

Note

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

**Approved by the University Court 12.11.97**

## The Stevenson Trust: Updating Governance

### 1. Executive Summary

Sir Daniel Macaulay Stevenson (1851 – 1944) gifted £20,000 to the University in 1920 for the foundation of a Citizenship Fund Trust. The capital of the Fund was to be held in trust by the University Court with the free annual income to be applied in accordance with conditions set out in a memorandum.

The level of free annual income is not sufficient to meet the original Fund conditions. In addition, the governance arrangements set out in the memorandum would benefit from modernisation. As a result, a surplus has built up in the fund (circa £380,000) based on accumulated revenue of circa £20-30,000 per annum.

It is therefore proposed to seek permission to make changes both to the conditions under which the Fund revenue may be spent, and to the governance arrangements, to ensure that the original purposes of the Fund may be better achieved. This would require firstly the consent of the University Court (as trustees of the Fund) and, secondly, a successful application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR). The College of Social Sciences and School Social & Political Sciences are supportive of the proposed changes and are involved with the discussions.

### 2. Background

#### a. Purpose

The purposes of the Fund, as set out in the memorandum are:

*'to make provision in Glasgow for instruction in the rights, duties, and obligations of citizens in relation to the city, the state and the commonwealth of nations; to promote study, inquiry and research in subjects bearing on local government, national polity, and international community; and thereby to emphasize the compatibility of civic or local with national patriotism, and of both with full and free international cooperation'.*

However, the conditions that follow are more prescriptive. During the first 5 years, the free annual income was to be spent on the stipend of Lecturers in Citizenship (5 consecutive 1yr appointments to give a course of public lectures, both at the University and to be repeated in the same week *'in a suitable central hall provided by the Corporation'*). During the second 5-year period a single University Lecturer in Citizenship was to be appointed (5-year appointment) to deliver public lectures and courses on the subjects set out above. Again, lectures were to be repeated in a *'central hall'*. Lectures in both cases were to be open without fee. Thereafter, in each quinquennial period, the University Court, on the recommendation of the Selection Board (see below) could either make five 1-year appointments, or one 5-year appointment (on the same terms as previously).

Provision was also made in the memorandum that the University Court could decide, after consultation with the Selection Board, to establish a special Chair or Professorship in Citizenship. Under the terms of the memorandum, such Chair would require to be approved via Ordinance. The Professor's duties were to include instruction, study, inquiry and research and other duties as assigned to the Lecturer.

#### b. Selection Board

The Selection Board established under the memorandum was to consist of 9 members:

- the Principal
- the Lord Provost
- Professor of Moral Philosophy
- Adam Smith Professor
- a member elected by Court
- members elected by Corporation of City of Glasgow, Chamber of Commerce, Education Authority and Workers Educational Association.



If any of these bodies ceased to exist, the Board was to determine what body with similar functions to its predecessor should be asked to nominate a member as substitute.

### **3. Current Practice**

In the intervening years several changes have been made to how the funds are administered and spent. The historical record appears incomplete, and it is not clear the basis on which some of these changes have been made.

Since 2006 the Fund has been used to support the Stevenson Lectures - a series of annual lectures from invited speakers on citizenship themes. These have been held at the University and have been open to academics, students and the general public. Many of these have been recorded and made available online. The Fund has also supported several other activities concerned with citizenship, such as conferences and events for schools.

In addition, a range of posts associated with (but not financed by) the Fund exists including a Stevenson Fellow and (unfunded) Honorary Stevenson Visiting Fellow. A Stevenson Professorship was also established (though no Ordinance can be identified in connection with this post, and this chair has not been funded by the endowment). The present incumbent, Professor Chris Carman, has explained that he took on title of Stevenson Professor of Citizenship in 2015 at the invitation of then Secretary of Court, David Newall, and Head of College, Anne Anderson.

The Selection Board has also changed over time. The Fund is currently administered by a Committee comprising:

- Professor Christopher Carman (Politics) - Chair
- Professor Ben Colburn (Philosophy)
- Professor Graeme Roy (Economics and Dean of External Engagement, CoSS)
- Professor George Pavlakos (Law)
- Professor Sir John Curtice (University of Strathclyde)
- Dr Karen Wright (former Stevenson Fellow)

Meetings of the Committee are held approximately twice per year. The Committee primarily makes decisions around topics and names of invited lecturers to give an annual lecture. The Professor of Citizenship signs off expenditure. The School of Social and Political Sciences provides administrative support with organising the lectures.

### **4. Financial position**

The Fund budget sits within the School of Social and Political Sciences for budgetary and administrative purposes.

The current financial position is set out in the table below. This shows a significant accumulation of unspent revenue.

<b>111005-01: Endowment - Stevenson Fund</b>	<b>Agresso code</b>	<b>account</b>	<b>Agresso figures</b>
<b>Capital brought forward Aug 2022</b>	22101	<b>925,103</b>	<b>£925,103</b>
less Management Fees	22108	1,696	£1,696
<b>Capital carried forward</b>			<b>£923,407</b>

<b>Revenue brought forward Aug 2022</b>	22201	<b>372,940</b>	<b>£372,940</b>
add Dividends	22205	14,892	£14,892
less Expenses	Various	4,749	<b>-£4,749</b>
<b>Revenue carried forward</b>			<b>£383,082</b>
<b>Total Fund carried forward as at 28th Feb 23</b>			<b>£1,306,489</b>

## 5. Proposal

It is clear that the Fund is not being utilised as it could be in fulfilment of the original purposes of the memorandum. The level of free annual income of the Fund is insufficient to support the original stipendiary conditions set out in the memorandum. Further, the original stipulations do not accommodate modern practices. Adjustment of the conditions would enable wider-reaching and improved fulfilment of the original purposes of the Fund.

The governance arrangements appear to have changed over time with oversight by the trustee of the Fund, the University Court, having diminished, and the Citizenship Fund Committee having assumed the function of the Selection Board.

It is therefore proposed to seek permission to vary the conditions under which the Fund may be utilised, and to formalise an amended governance structure which will allow more effective use of the Fund, in line with D. M. Stevenson's original intent, as follows:

- An amended Selection Board to be constituted, chaired by Clerk of Senate (or nominee), and comprising Secretary of Court (or nominee), Head of College (College of Arts and Humanities), Head of College (College of Social Sciences), Stevenson Professor of Citizenship, and the Leader of Glasgow City Council (or nominee) as standing (voting) members with up to 4 members of academic staff (from at least two Colleges) having fixed term appointments (5 years) as advisory (non-voting) members of the Selection Board.
- The original conditions of the Fund to be amended to dispense with the quinquennial stipendiary requirements set out in the memorandum and to allow the free income of the Fund (annual and accumulated) to be spent as directed by the Selection Board to promote and support study, inquiry and research in subjects bearing on local government, national polity, and international community through the provision of a publicly available annual series of lectures, and otherwise as the Selection Board may direct.
- The Selection Board should maintain oversight of spending and accumulated income on which it should report annually to Court.
- Separately, the Stevenson Chair of Citizenship should be formalised (but funded by the relevant College). When Professor Carman demits, this role should be advertised externally, and the Selection Board involved in the recruitment process. The Stevenson Chair in Citizenship postholder would have a role in curating and conducting the activities of the Trust as determined by the Selection Board.
- Existing Honorary posts associated with the Trust should be reviewed by the reconstituted Selection Board and a role descriptor, term of office and recruitment process agreed.
- Existing records pertaining to the Trust to be held in Special Collections and Archives.

## 6. Status of the Fund and Process

The Fund is what is known as a restricted fund under the Charities and Trustee Investment (Scotland) Act 2005. Under the Charities Restricted Funds Reorganisation (Scotland) Regulations 2012 (the "2012 Regulations") a charity can apply to OSCR to change the purpose and/or use of restricted funds.

The 2012 Regulations set out different procedures depending on the level of the gift. This bequest is a Small restricted fund: property comprising £1 million or less or with a gross annual income of £100,000 or less.

With any level of gift, the charity must establish that the proposed reorganisation of the funds will enable the restricted funds to be applied better in order to effect the charity's purposes and must meet certain conditions. Here, the argument would be that the current conditions have ceased to provide a suitable and effective method of using the funds, having regard to the spirit of the restricted funds' purposes.

OSCR would require to give public notice of the proposed reorganisation by publishing a notice on its website.

If Court agrees, an application for change of use of the restricted fund will be made.

**Court Context Card 14 February 2024 - Report from the Rector**

Speaker	Rector	
Paper Description	Rector Update	
Topic last discussed at Court	Feb-23	
Court members present	N/A	
Cost of proposed plan	N/A	
Major benefit of proposed plan	N/A	
Revenue from proposed plan	N/A	
Urgency	High	
Timing	Immediate	
Red-Amber-Green Rating	Green	
Paper Type	For information and discussion	
<b>Paper Summary</b>		
The Rector's report provides an update on activity since the last Court meeting.		
Court is asked to note the update.		
Topics to be discussed	As Court wishes	
Action from Court	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		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level		
Demographics		
% of University	100% students 100% staff	
Operating stats		
% of		
Campus	All	
External bodies		
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		

## **Court – 14 February 2024**

### **Report from the University Rector**

Most of the contact with students is by email, phone calls and where appropriate in person. Surgeries have been arranged and advertised on the SRC website and Instagram.

#### **Student Issues:**

- JMS building card scanner access enquiry
- Ongoing issue with ex-student with mental health problems
- Ongoing engagement with Dumfries campus
- Ongoing issue with student re: university administrative issues/mistakes re: fee payments and admission
- Complaint from music student
- MBChB third year exam issue
- Mature Student Association / Adam Smith Paving Stone event with Principal
- Issue re: affordable food at the University for students (ongoing)
- Talks with Law students and arranging visits to High Court

#### **Other Issues**

- Entry requirements enquiry for Law from student studying HND Legal Studies
- Staff training on anti-racism enquiry.

**Court Context Card 14 February 2024 - REPORT FROM Finance Committee**

<b>Speaker</b>	<b>Gavin Stewart</b>
<b>Speaker role</b>	Finance Committee Convenor
<b>Paper Description</b>	Finance Committee Report to Court
<b>Topic last discussed at Court</b>	Nov-23
<b>Topic discussed at Committee</b>	Jan-24
<b>Court members present</b>	Court members present at last meeting: J Loukes, E Passey, S Hoggan, G Stewart, D Haydon, S Kennedy, E Orcharton, H Pentleton-Owen:
<b>Cost of proposed plan</b>	
<b>Major benefit of proposed plan</b>	
<b>Revenue from proposed plan</b>	
<b>Urgency</b>	High
<b>Timing</b>	Immediate
<b>Red-Amber-Green Rating</b>	Green
<b>Paper Type</b>	For information and discussion

**Paper Summary**

The Committee noted the Keystone Workshop which had taken place earlier in the day which had looked in depth at a number of draft investment plan options for the next 15 years and range between £2bn and £2.5bn. The workshop had looked at the question of the affordability of the Keystone building along with the impact of the increased uncertainty in student recruitment with reduced 2024 international recruitment impacting the University and the broader Sector. During the discussion it was reported that the Committee had found the workshop to be very informative and illustrative of the potential scenarios.

The Committee approved £8.2m for Stage 4 fees for the Keystone Project. The Committee agreed that the Keystone full business case would come to the September Finance Committee meeting for consideration before moving on to Court.

The Chair outlined a petition from a group called Glasgow Against Arms and Fossil Fuels (GAAFF). The Committee noted that these matters were previously considered by a sub group set up by the University Court in 2019/20. It was agreed that a Working Group would be established to review the petition and the demands detailed. The Committee noted that there was a large amount of work to be undertaken and that it was proposed that the Working Group would aim to report back to the Committee in May 2024 with a final report and recommendations due to be put to Court in June 2024. The Committee agreed that a Working Group would be established and would aim to report in May 2024 with a final report and recommendations put to Court in June 2024.

The Committee received a presentation by Declan Weldon, Executive Director of Innovation, Entrepreneurship and Engagement which provided a brief update on recent progress in the implementation of the Innovation Strategy with reference to its four delivery pillars.

The Committee noted that work continued to finalise the Revolving Credit Facility (RCF) with contracts drafted and being finalised with the banks. Court had previously agreed to the RCF (November 2020 & June 2023) and it was noted that RBS extended the RCF to 7 years and pricing remained competitive [REDACTED]

The Committee received an update from GC on: Agresso, Residences and issues surrounding the CBRE contract and next steps. The Committee also approved the USGAAP financial statements for the year ended 31 July 2023.

The detailed report for item FC/2023/32- Executive Directors report is attached as **Annex 2**.

<b>Topics to be discussed</b>	As Court wishes
<b>Action from Court</b>	<b>to approve the Revolving Credit Facility delegate powers</b>
	other items for noting
<b>Recommendation to Court</b>	Finance Committee <b>RECOMMENDS the approval</b> of the Revolving Credit Facility delegated powers

<b>Relevant Strategic Plan workstream</b>	Agility, Focus
<b>Most relevant Primary KPI it will help the university to achieve</b>	Cash generation
<b>Most relevant Secondary KPI it will help the university to achieve</b>	
<b>Risk register - university level</b>	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022

<b>Demographics</b>	
<b>% of University</b>	100% students 100% staff
<b>Operating stats</b>	
<b>% of</b>	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities

<b>Campus</b>	All
<b>External bodies</b>	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners
<b>Conflict areas</b>	

<b>Other universities that have done something similar</b>	
<b>Other universities that will do something similar</b>	
<b>Relevant Legislation</b>	FRS 102 Financial Reporting Standards
<b>Equality Impact Assessment</b>	
<b>Suggested next steps</b>	
<b>Any other observations</b>	

**University of Glasgow**  
**Finance Committee**  
**Minute of Meeting held on Wednesday 24 January 2024**

**Present:**

Gavin Stewart (GS (Chair)), Gregor Caldw (GC), Prof Dan Haydon (DH), Prof Simon Kennedy (SK), Jonathan Loukes (JL), Prof Anton Muscatelli (AM), Elspeth Orcharton (EO), Elizabeth Passey (EP), Hailie Pentleton-Owens (HP-O), David Thompson (DT)

**In attendance:**

Prof Frank Coton(FC), Dr David Duncan (DD), Angus Ross (AR), Amber Higgins (Clerk), Peter Haggarty (PH), Stuart Hoggan (SH)

**Apologies:**

Arleen McGichen

**FC/2023/24. Summary of main points**

- The Committee noted the Keystone Workshop which had taken place earlier in the day which had looked in depth at a number of draft investment plan options for the next 15 years and range between £2bn and £2.5bn. The workshop had looked at the question of the affordability of the Keystone building along with the impact of the increased uncertainty in student recruitment with reduced 2024 international recruitment impacting the University and the broader Sector. During the discussion it was reported that the Committee had found the workshop to be very informative and illustrative of the potential scenarios.
- The Committee approved £8.2m for Stage 4 fees for the Keystone Project. The Committee agreed that the Keystone full business case would come to the September Finance Committee meeting for consideration before moving on to Court.
- The Chair outlined a petition from a group called Glasgow Against Arms and Fossil Fuels (GAAFF). The Committee noted that these matters were previously considered by a sub group set up by the University Court in 2019/20. It was agreed that a Working Group would be established to review the petition and the demands detailed. The Committee noted that there was a large amount of work to be undertaken and that it was proposed that the Working Group would aim to report back to the Committee in May 2024 with a final report and recommendations due to be put to Court in June 2024. This was agreed.
- The Committee approved the USGAAP financial statements for the year ended 31 July 2023.
- The Committee received a presentation by Declan Weldon, Executive Director of Innovation, Entrepreneurship and Engagement which provided a brief update on recent progress in the implementation of the Innovation Strategy with reference to its four delivery pillars.
- The Committee received an update from GC on: Agresso, RCF, Residences and issues surrounding the CBRE contract and next steps.

### **FC/2023/25. 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/2023/26. Minutes of the meeting held on Wednesday 8 November 2023**

The minutes of the 9 November 2023 meeting were approved.

### **FC/2023/27. Matters Arising**

No substantive matters were raised.

### **FC/2023/28. Keystone and Investment Workshop**

It was noted that a workshop had taken place earlier in the day which had looked in depth at a number of draft investment plan options for the next 15 years and range between £2bn and £2.5bn. It was reported that Keystone had now concluded Stage 3 – Spatial Coordination. This stage served to ensure the design meets the University's spatial requirements, by undertaking design studies and costing exercises to test the design in line with the project brief and coordinating all architectural and engineering information required for the planning process. In order to remain on schedule for completion by 2027/28 there was an expectation that stage 4 design fees and advanced works for the Keystone plot would require approval through the January committee cycle.

The workshop had looked at the question of the affordability of the Keystone building along with the impact of the increased uncertainty in student recruitment with reduced 2024 international recruitment impacting the University and the broader Sector. Given the current reduced international recruitment position the University Executive were not recommending approval of advanced works at this stage, but instead to approve stage 4 design fees and ongoing contractor engagement (£8.2m) to allow progress to continue on the building with an intention to bring the full business case forward to Court as part of the September meeting cycle subject to recruitment conditions (which would be clearer by then), updated affordability assessments and outcomes of the workshop.

The Workshop talked through a number of scenarios from international student recruitment returning to budgeted levels, international student recruitment to remain at 2023 levels and a decline in international students.

During the discussion it was reported that the Committee had found the workshop to be very informative and illustrative of the potential scenarios. The Committee noted that the scenarios were illustrative only and that there could be multiple scenarios. It was felt that it would be helpful to have an outline of the key decision points for future spend and the wider costs/benefits for the scenarios as it was unclear what the potential impact would be on the student experience if the Keystone project did not go ahead.

The Committee also noted that there were a number of buildings that were coming to the end of their life cycle and it was important to bear this in mind as the University could have high maintenance costs to keep them functioning. It was also noted that by September 2024 the University would have a clearer indication whether the changes to the recruitment process that had been introduced to support international student recruitment had had a significant impact.



The Committee would welcome more information on the demographics for university age populations for both UK and international students, particularly Chinese, for the longer term.

The Committee approved £8.2m for Stage 4 fees for the Keystone Project.

The Committee agreed that the Keystone full business case would come to the September Finance Committee meeting for consideration before moving on to Court.

#### **FC/2023/29. Divestment Petition**

The Chair outlined Paper 5 which included a petition from a group called Glasgow Against Arms and Fossil Fuels (GAAFF). The Committee noted that these matters were previously considered by a sub group set up by the University Court in 2019/20. At that stage, the Committee recommended to Court that there should no change to the University's position on divesting in fossil fuels (a position adopted in 2015) but that divestment should not be extended to other sectors such as defence. Court supported the recommendations made in 2020. The University did, however, amend its SRI investment policy to exclude certain activities (primarily investment in controversial weapons) and correspond with specific arms companies and the UK Government, urging them to ensure that arms manufactured in the UK were not sold to governments which had a track record of unethical or aggressive activities. Companies generally responded that any exports had to be approved by the UK Government.

It was also noted the Glasgow branch of the University & College Union (UCU) had passed a motion in November raising a concern regarding University's investment practices and had also recently written to the Principal. It was agreed that the most recent correspondence would be circulated to Committee members.

During the discussion the SRC President reported that the SRC supported the petition and that the SRC had over the last 10 years called for the University to divest in the arms/defence sector. It was also noted that the wider city implications and reputational impact should be considered.

It was agreed that a Working Group would be established to review the petition and the demands detailed. The Committee noted that there was a large amount of work to be undertaken and that it was proposed that the Working Group would aim to report back to the Committee in May 2024 with a final report and recommendations due to be put to Court in June 2024.

The Committee agreed that the Working Group would report in May 2024 with a final report and recommendations put to Court in June 2024.

#### **FC/2023/30. Accounts: USGAAP Accounts, year ending 31 July 2023**

The Committee received the USGAAP financial statements for the year ended 31 July 2023.

Angus Ross, Deputy Director of Finance summarised the financial statements and the Committee noted that the USGAAP accounts were due to be reviewed by the Audit and Risk Committee on Friday 26 January 2024.

AR reported that some minor amendments were due to be finalised with PwC and it was agreed that an updated version would be circulated to the Committee for information.

The Committee approved the USGAAP financial statements for the year ended 31 July 2023.

#### **FC/2023/31. Innovation Strategy**

In February 2023 the Investment Committee approved an investment of £5.7m to support the implementation of the Innovation Strategy over three years, offering new resourcing for staff,

training, management systems, and increased spending to capitalise on the University's intellectual property. The Committee received a presentation by Declan Weldon, Executive Director of Innovation, Entrepreneurship and Engagement which provided a brief update on recent progress in the implementation of the Innovation Strategy with reference to its four delivery pillars.

During the discussion it was noted that there were challenges around recruitment for key roles and also space on campus for spinouts. It was also reported that a Scottish Universities Venture Fund was envisaged that would be a new collaboration between the Universities of Strathclyde, Glasgow and Edinburgh. The partners have jointly appointed Jonathan Gold as the Fund Consultant for an initial six-month period to develop a detailed proposal for a joint fund for investment into university originated spinouts and startups.

The Committee also welcomed the revised Consultancy Policy that sought to minimise institutional risk while better defining the roles, responsibilities and remuneration involved in consultancy with external partners.

The Committee thanked Declan for the update.

## **FC/2023/32. Director of Finance report**

### *FC/2023/32.1 Directors Update*

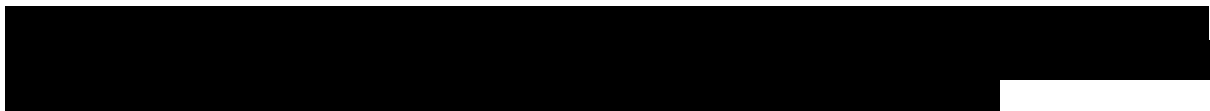
GC also outlined the Director of Finance report and the following areas were noted:

- Agresso – Following the announcement in Oct 2023 that Agresso on premises solutions support would come to an end. Unit 4 are seeking a commitment by the end of 2024 to agree to move to the cloud by 2026. The University has been evaluating various options available in terms of the continued use of U4 ERP and its planned roadmap, research support and / or other ERP alternatives. The Finance office is currently in the process of developing these options and their related costs implications.
- RCF – the committee noted that work continued to finalise the RCF with contracts drafted and being finalised with the banks. It was noted that RBS extended the RCF to 7 years and pricing remained competitive. Final approval would be sought at the Court meeting on 14<sup>th</sup> February prior to signing.
- Residences – the current voids were noted and it was reported that any decision with regards to exercising breaks in current nominations agreements would be taken in September 2024. It was noted that the voids were significantly less than the shortfall in international students.

### *FC/2023/32.2 CBRE*

PH reported that CBRE contract remained problematic - CBRE were currently in month nine of service delivery and remained in the stabilisation phase of the contract. CBRE continued to actively recruit to supplement their resources both in terms of capacity and capability. Their reliance on Subcontractors remained greater than originally planned. It was noted that they had established a dedicated team to support the Residences and had established clear responsibilities and communication channels in this respect.

CBRE were working closely with the Residences team to ease access issues and improve on resolution timeframes for reactive repairs.



**FC/2023/32.3 XPRIZE**

A query was raised about the XPRIZE and it was noted the University had been selected as the new European hub of XPRIZE, the world's leader in designing and operating incentive competitions to solve humanity's greatest challenges. The University's Mazumdar Shaw Advanced Research Centre (ARC) would become home to XPRIZE Europe (UK), a centre dedicated to supporting research and innovation that addresses major global issues.

**FC/2023/33. Table of Actions**

Action	Date Due	Notes
Committee members to provide ongoing feedback in relation to the papers issued	ongoing	Members of the committee
Keystone full business case to be put through Committee approvals	September 2024	Executive Director of Finance
Approval for £8.2m for Stage 4 fees for the Keystone Project	January 2024	Executive Director of Finance
Approval of the USGAAP Accounts	January 2024	Deputy Director of Finance
Setup the Divestment Working Group	January 2024	Executive Director of Finance
Benefits realisation update	September 2024	Executive Director of Finance

**FC/2023/34. AOB**

No substantive issues were raised.

**FC/2023/35. Date of Next Meeting**

The date of the next meeting was noted as 27 March 2024.

Court Context Card 14 February 2024 - Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (16 January 2024)
Topic last discussed at Court	Last report to Court was 22 November 2023
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convenor), Professor S Kennedy, Ms H Pentleton-Owens, Mr C Kennedy, Professor T Brendle
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	<p>At the most recent meeting on 16 January, the Estates Committee was joined by new lay members Stephen Good and Jim McIntyre, and new elected academic member Professor Tara Brendle. The meeting discussed:</p> <ul style="list-style-type: none"> <li>- continued issues with the implementation of the reactive and planned maintenance contract. Progress with the remedial plan is being made alongside internal contingency planning for alternative ways to resolve these issues. The Committee will continue to monitor this closely</li> <li>- a further report on progress on the Keystone development. The Committee endorsed fees and other project costs to end-November, which included RIBA Stage 4, extended Early Contractor Involvement and extended enabling works, totalling £8.2 million. These bridge the gap to the planned decision point which is now in September/October, maintaining momentum and supporting the decision making process</li> <li>- an update presentation on the Spatial Masterplan and linked work on Workspace Futures 2030. The latter its due to return to the Committee in March.</li> </ul> <p>The Committee also:</p> <ul style="list-style-type: none"> <li>- approved the business case for £494k to retain scaffolding to Hillhead Street / Great George Street, while a longer term solution is developed to address deterioration of the rear facade</li> <li>- considered an update on capital investment, a report on health and safety compliance, and the Estates risk register. The risk register is currently being refreshed.</li> </ul> <p>A joint Finance Committee / Estates Committee workshop, with Court members in attendance, took place on 24 January to approve scenario planning to support the future capital programme and in particular, a decision on the Keystone development.</p> <p>Separately, on Cochno Farm, a baseline survey of the estate assets (including a drone survey) has been completed and MVLS and Estates plan a workshop on the way forward in February. In the meantime, a range of sustainability and community initiatives are being developed, including renewable energy generation, biodiversity and carbon sequestration (tree planting), and community access on pathways</p>
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 the Melville Room**  
**Tuesday 16 January 2024**

**Present:** Mr S Hoggan (Convenor), Mr P Haggarty, Mr G Caldow, Dr D Duncan, Professor S Kennedy, Professor T Brendle, Mr S Good, Ms L Hanna, Ms H Pentleton, Mr J McIntyre

**In Attendance:** Ms N Cameron, Mr D Hall, Mr D Harty, Mr A Griffin, Mrs L Shaw (part), Mrs K Patterson (Clerk)

**EC/2024/01 Apologies**

Mr Hoggan welcomed all and noted apologies received from Professor Muscatelli and Mr B Morton. All parties introduced themselves for the benefit of new committee members.

**EC/2024/02 Declaration of Interests**

There were no declaration of interests noted.

**EC/2024/04 Minute of the meeting held on 25 October 2023**

The Committee approved the minute as an accurate record.

**EC/2024/04 (a) Action Tracker**

There were no outstanding items on the action tracker to discuss.

**EC/2024/05 Executive Director of Estates Report**

Mr Haggarty clarified for new members of the Committee that he is the interim Executive Director of Estates and presented the report, with some key points being noted:

Since the last Committee in October 2023 the focus within the Directorate has been on:

1. Progressing stage 3 of the design for Keystone
2. Migration of teaching & staff into the ASBS & PGT Hub
3. Progressing the University Workspace Programme
4. Stabilising the new Reactive and Planned Maintenance contract with CBRE
5. Transfer of responsibilities to the new Interim Executive Director

Following a rigorous tender process, two design teams had been appointed for potential developments on Church Street. Aecom were to undertake the design on Plot J (Innovation) and AtkinsRealis for Plot E (Residential).

Multiplex continue to seek an independent assessment of disruption to their activities caused by delayed access to existing buildings on the former Western Infirmary Site.

Level 6 works within the ASBS & PGT Hub were expected to complete in Spring 2024. Positive feedback has been received from staff and students about the experience within the new building.

Ms Hanna enquired as to the nature of the Lighthouse Lab reinstatement works. Mr Haggarty explained the labs had been altered for use during COVID and were to be reinstated back to their original use pre-pandemic.

There are currently circa 60 live projects relating to the existing campuses. Interviews relating to the tender process for the new construction framework agreement had been planned for January 2024 with the new framework intended to go live in April 2024.

Works to repair and make watertight the retained listed buildings on Church Street have been

completed with the exception of the Outpatients building due to its advanced state of deterioration and structural instability. Partial demolition of the building had been recommended with the proposed retention, if practicable, of the facade due to the Grade B listed status, subject to Glasgow City Council's final decision.

The Biological Research Facility (BRF) would be located on University Place. Dr Duncan explained the security and operations hub would be located within the building and would be manned 24/7, and that the design team are specialists in this subject area. The Committee were made aware that CRUK were proposing an extension to their facilities at The Beatson (Garscube) and to be mindful that two applications for similar facilities may be submitted around the same time.

Mr Haggarty listed the key people changes and noted that Paul Brannan who had been appointed as Grounds Operations Manager was the former Estate Manager at the Pollok Estate and Country Park.

The Quemis system would be switched off and replaced with Assetworks when launched in May 2024.

David Gray would be joining the Estates Directorate on secondment from the Planning, Insight and Analytics team on to align the Estates Strategy with College SPRs.

Mr Haggarty noted there were no 'red flags' with regards to finance but pointed out that Item 4.2.1, paragraph 2 within the report which noted forecast costs of £9.4m higher than the capital plan was an error and should read £9.4m lower.

## **EC/2024/06 Safety & Compliance Report**

Mr Harty presented the report and noted:

The Senior Compliance Adviser, Carol MacMaster retired in December and has been replaced with Donna Robertson to lead the General Safety and Construction team. The Fire Engineering role within the team is the next post to go to market and to replace Fred Howe who will retire in 2024.

Mr Harty noted the Contractor Safety Forum is held twice a year.

Fire alarm upgrades have been implemented.

Surveys on RAAC have been concluded and we have a clear understanding of associated risk and the correct level of inspections in place.

Ms Hanna queried the level of Health and Safety training and compliance undertaken. It was explained that fire safety awareness induction training was provided for both teams and contractors. The training lead in Estates was looking at all roles within the University to identify any gaps in training.

Mr Good queried who the 'Don't Walk By' initiative was used by. It was clarified this is an Estates initiative for Estates staff, although contractors also submit reports using the system. Safezone is the platform used for the wider University.

## **EC/2024/07 Investment Projects Update**

Mr Hall presented the report with the following points noted:

There is a 3% contingency movement on the major projects.

It was noted that the "current year" report runs to the end of November 2023.

There are 87 live projects in the period with the majority being Green and progressing well. Church Street is Red on the report but is now complete. There are two projects at the VRF – the CL3 lab and works to replace a chiller. It was noted that despite receiving a £2m grant, there is a cost challenge with the CL3 lab project which is to be re-visited and a decision made on whether to go ahead with the project.

The BRF Stage 1 design is complete and would be presented to the Capital Programme Board on the 19<sup>th</sup> January 2024.

Ms Hanna queried the contingency analysis and what does the usage tell us when forecasting for future projects. Mr Hall explained there is a sliding scale for contingency using the Green Book optimism bias, based on the RIBA stages.

### **EC/2024/08 Keystone Building Update**

Mr Hall advised that the University is in the process of running a number of Investment Plan scenarios which will determine the optimal time for the Keystone to seek Full Business Case approval and subsequently commence construction. For the purposes of this application, it is assumed that Full Business Case approval will be sought September / October 2024 and construction will commence in November 2024. Due to the proposed pause to the project, consideration must be given to the retention of MPX during this time. MPX are the principal delivery partner for the University on a 10-year plan under terms agreed in 2017. It was noted the ASBS project was paused during COVID, which proved to be beneficial. The reason for the planned pause was due to the reduction of c1,800 international students enrolled at the University this year. It is essential that the level of international students is sufficient to allow the project to go ahead; this information will not be available until September 2024.

Ms Hanna queried the use of the building for teaching, learning and research purposes and suggested students want other opportunities such as innovation and entrepreneurship. Mr Caldow responded that growth in research will lead to innovation and there will be engineering and computing labs within the building for academics, but not for industry / start-ups.

[REDACTED]

[REDACTED]

It was noted that to not proceed with this project and “do nothing” was not an option as it would cost c£160m to cancel due to the upkeep and refurbishment of existing buildings, as the 1960s buildings are at the end of life and becoming unfit for purpose. The pause would allow MPX and the design team to develop the design and de-risk challenges which may reduce the overall costs.

The Committee agreed the pragmatic “spend to save” approach to retain MPX and the design team and noted the relationship with MPX as a long-term partner was extremely worthwhile. The £8.2m spend was approved by the Committee.

### **EC/2024/09 CBRE Update**

Mrs Shaw presented a report to the Committee with the following points noted:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### **EC/2024/10 Spatial Masterplan and Workspace Futures 2030 Update Presentation**

Ms Cameron presented a report to the Committee and clarified the presentation was an update to keep the Committee apprised of progress, rather than to seek approval on any points.

Ms Hanna commented that the presentation was focused on Gilmorehill only and queried the intention for other campuses. NC responded that Garscube was also being looked at. Dumfries contains a significant amount of listed buildings, therefore there were limitations on changes that could be made but work was being done to improve the experience on campus e.g. better catering facilities.

Mr Hoggan queried whether the Workspace Future initiative involved academics as well as staff. Ms Cameron confirmed this was the case and consistency of approach was key to capture all data and create the correct spaces to support the right activities.

#### **EC/2024/11 Estates Risk Register**

Mr Haggarty presented the report with the following being noted:

A risk register workshop was due to take place w/c 15<sup>th</sup> January to review and update the Risk Register with RAAC being added as a new item.

Mr Good queried whether storms / adverse weather would be captured on the risk register. Mr Haggarty confirmed sustainability and climate was recognised as a feature of conservation. Planned



Preventative Maintenance (PPM) works e.g. clearing of gutters and drains would assist in reducing water ingress to buildings. Many ingress and flood issues occur due to the historic lack of maintenance, and this would be addressed.

#### **EC/2024/12 Committee Reports for Approval**

Mr Haggarty presented the paper for the Hillhead Street project request for additional funding for approved works to continue until July 2024.

#### **EC/2024/13 AOB**

Mr Hoggan reminded the Committee all discussions held during the session were confidential.

Mr Hoggan requested that all Committee members read the Future Estates Committee Activity 2024 information and submit any suggestions they may have.

It was noted the Investment Plan seminar on finance would be held w/c 15<sup>th</sup> January.

It was noted the next meeting would take place on 12<sup>th</sup> March 2024 at 9am.

#### **EC2024/14 Schedule of Meetings for 2023/24**

Tuesday 12 March May 2024 at 9am

Wednesday 15 May 2024 at 9am

**Court Context Card 14 February 2024 - Audit & Risk Committee Report**

Speaker	Elspeth Orcharton
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 26 January 2024
Topic last discussed at Court	Last Audit & Risk Committee report November 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 received the USGAAP financial statements for the year ended 31 July 2023.

Angus Ross, Deputy Director of Finance summarised the financial statements and the Committee noted that the USGAAP accounts had been reviewed and approved by the Finance Committee on Wednesday 24 January 2024. AR reported that some minor amendments were due to be finalised with PwC and it was agreed that an updated version would be circulated to the Committee for information.

The Committee approved the USGAAP financial statements for the year ended 31 July 2023, subject to email confirmation from PwC on the above points (confirmed after the discussion).

The Committee also discussed the Internal Audits Terms of Reference feedback to KPMG and the pre-meeting briefing topic for the next Committee meeting.

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 Friday 26 January 2024**  
**via Zoom**

**Present:**

Elsbeth Orcharton (Chair), Professor Sarah Armstrong, Stuart Hoggan, Iain Mackenzie, Lesley Newdall, Martin Sinclair

**In attendance:**

Gregor Caldwell, Executive Director of Finance, Angus Ross, Deputy Director of Finance, Scott Proctor, Amber Higgins (Clerk)

**Apologies:** Professor Sir Anton Muscatelli, Dr David Duncan, Vincent Jeannin

**AUDIT/2023/25. Declarations of Interest**

There were no declarations of interest.

**AUDIT/2023/26. Accounts: USGAAP Accounts, year ending 31 July 2023**

The Committee received the USGAAP financial statements for the year ended 31 July 2023.

Angus Ross, Deputy Director of Finance summarised the financial statements and the Committee noted that the USGAAP accounts had been reviewed and approved by the Finance Committee on Wednesday 24 January 2024.

It was noted that, whilst the requirement for US GAAP accounts was to facilitate student loans to US students, Student Loan levels were a private matter for individual students and not something that the University would get involved with.

During the discussion a query was raised if a gap analysis on the UK to US accounts had been undertaken and what the level of materiality was in relation to the reporting required. It was also noted that it would be beneficial for the Committee to have confirmation around any controls that PwC wanted to highlight. The Committee also felt it would be beneficial to have information on the additional procedures in the standards that were required to confirm the USGAAP Accounts. Some queries were raised on points in the letter of representation.

AR reported that some minor amendments were due to be finalised with PwC and it was agreed that an updated version would be circulated to the Committee for information.

The Committee approved the USGAAP financial statements for the year ended 31 July 2023, subject to email confirmation from PwC on the above points (confirmed after the discussion).

**AUDIT/2023/27. Any Other Business**

**27.1 Terms of Reference Feedback**

Gregor Caldwell, Executive Director of Finance update the Committee on the feedback being provided to KPMG on the TOR for internal audits. The Committee agreed that the aim of reviewing the TOR was to provide feedback that KPMG could take on a board, and then adapt and amend the TOR as appropriate. It was noted that any major changes would require a broader discussion as this could have cost implications.

It was agreed that GC would discuss with KPMG the best way to close the feedback loop at the next monthly management meeting.

**27.2 Pre Meeting Briefing**

During discussion it was agreed that the next pre meeting briefing to the Committee would be on

Benefit Realisation or on Innovation/Economic Development.

**AUDIT/2023/28. Date of Next Meeting**

Wednesday 13 March 2024 at 2pm.

**Court Context Card Feb 2024 - Minutes from Information Policy and Strategy Committee on 17 January 2024**

Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
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Speaker role	IPSC Chair
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Paper Description	Minutes of Meeting on 17 January 2024
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Topic last discussed at Court	
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Topic discussed at Committee	See summary below
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Court members present	L Khaliq, G Stewart, B Wood
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Cost of proposed plan	
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Major benefit of proposed plan	
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Revenue from proposed plan	
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Urgency	
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Timing	
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Red-Amber-Green Rating	
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Paper Type	For Information
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**Paper Summary**

IPSC covered topics including cyber security, an update on the Investment Plan, a presentation on strategic alignment, and a review of the programme/project reports.

Several items were covered under the Information and Cyber Security item, including cyber security news highlights, an update on multi-factor authentication where it was noted that nearly 100% of students had been enrolled in MFA and 98% of staff enrolment had been completed. Work was ongoing to enrol the remaining staff and students. It was noted that cyber security training would be made mandatory for all staff. IPSC discussed vulnerability management and suggested improvements to vulnerability reporting to IPSC; this will be progressed before the next meeting.

IPSC noted that a simulation of the University's incident response plan took place on 5th December 2023. The simulation included members of the Cyber Security Working Group and other subject experts/interested parties including senior leadership. Cyber Security colleagues will be collaborating with the business continuity team on an upcoming exercise planned for March 2024.

Project Reports were reviewed; no major issues were highlighted.

Action from Court	As Court Wishes
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Recommendation to Court	To note and discuss as required
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	To note
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Relevant Strategic Plan workstream	Community, Connectivity, Challenges
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Most relevant Primary KPI it will help the university to achieve	Enables all KPI's
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Most relevant Secondary KPI it will help the university to achieve	
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Risk register - university level	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [ Risk 006 Student Experience; Risk 012 Campus Development Programme]
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Demographics	
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% of University	100% of staff and students
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Operating stats	
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% of	N/A
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Campus	All
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External bodies	
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Conflict areas	
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Other universities that have done something similar	
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Other universities that will do something similar	
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Relevant Legislation	
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Equality Impact Assessment	
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Suggested next steps	
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Any other observations	
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**University of Glasgow**  
**Information Policy and Strategy Committee**  
**Minute of Meeting held on Wednesday 17<sup>th</sup> January 2024 at 11:00 on Zoom**

Present: Frank Coton (Chair for items 1-4), David Duncan, Susan Ashworth, Gregor Caldow, Paula Donoghue, Mark Johnston, Laic Khalique (Chair for Items 5 onwards), Alun McGlinchey, Chris Pearce, Hailie Pentleton, Gavin Stewart, Bethan Wood

Attending: Nina Douglas, Billy Howie (for Neil Bowering), Neil McChrystal, Andrea Roy (Clerk)

Apologies: Neil Bowering, Kenneth Robertson, Philippe Schyns

**1 Minutes of the previous meeting**

The minutes of the previous meeting held on 3<sup>rd</sup> November 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:** Alun McGlinchey (AM) advised that he and colleagues would be meeting with Kenneth Robertson (KR) in early March 2024. The action was closed.
  - **Incident training for managers:** An update on this item was included under Item 3 on the agenda.
  - **Cyber Security training:** A process was now in place around mandatory training where people were sent reminders of mandatory training that needed to be completed. If the mandatory training remained incomplete after a certain time, then service would be withdrawn from the user(s). The Chair asked that this be monitored regularly in the Cyber Security report to understand how effectively this process was working. The action was closed.
  - **IT Code of Conduct:** AM advised that the IT Code of Conduct was being reviewed and that he had spoken to Hailie Pentleton-Owens (HP) about ensuring student perspectives were included in the Code of Conduct. An equality impact assessment would then be undertaken before socialising the document more widely. The Chair asked that the Code of Conduct return to IPSC when it was finalised. AM to liaise with the Clerk for a slot on the agenda for a future meeting of IPSC.
- ACTION: AM**
- **Capability required to deliver across a spread of technological solutions, infrastructure packages and change programmes:** This action was updated under Item 5 on the agenda.

There were no further matters arising.

**3 Information and Cyber Security**

David Duncan (DD) and AM presented an Information Services - Cyber Security update (Paper 3). The following items were covered:

- [REDACTED]
- [REDACTED]
- [REDACTED]

**ACTION: FC, DD, AM, MJ**

#### 4 Investment Plan

Nina Douglas (ND) provided an update on the Information Services Investment Plan Update (Paper 04). The report outlined changes to the Investment Plan (IP) since the previous update in November 2023.

[REDACTED]

ND outlined where savings had been achieved:

- £6m cyber contingency released following tendering exercise.
- £4m element of operational spend in Assessment and Feedback to focus on CMS only.
- £3m through descoping of three buildings as part of Estates exit plans.
- £2m Berkley through more informed costings.
- £2m IaaS reduction.
- £2m other costs through phasing.

[REDACTED]

The IP Risks were the same as risks presented in previous meetings. ND noted that although cost maturity was decreasing, larger risks existed around the Agresso migration and replacement of the timetabling system. ND also noted that there would soon be better clarity around costs for the next phase of the networking project.

Gavin Stewart (GS) noted the spend for Transformation was projected to be £9m less and asked what the reasons for that change were, or what the impact would be. ND advised that £8.7m of Transformation spend had been removed from the current year. This was the result of savings to the bottom line and a reduction around Berkley Square, there was also an element of savings because transformation programmes had been re-phased – the main driver was the student onboarding project. It was not expected to affect delivery of outcomes and outcomes remained on target.

GS asked about the timing for the spend against the Agresso migration and how situations like this could be allowed for in future budgets. ND advised that the projected spend would include migration costs and people costs. Agresso had advised colleagues that it would take at least two years to complete the migration. Gregor Caldwell (GC) advised that the migration architecture had been submitted before Christmas and feedback was awaited. IPSC and Finance Committee would be updated as soon as possible.



GC advised that within the budget, it had been assumed that a system update of this nature would be required and there were contingency funds available, however it had not been expected to be required so soon. GC agreed that it was fair to challenge the contingency funds available for further upgrades and to what extent that it covered IS/Estates costs.

ND updated IPSC on the planning work that was underway as part of the University's budget planning process to assess what investment could potentially be stopped/deferred for the following two scenarios:

- Scenario 2 – international PGT student numbers remain at 23/24 levels with no further growth.
- Scenario 3 – international PGT student numbers drop by 1,000 per year until they reach 50% of 23/24 numbers and then remain flat.

Two internal workshops had been held in November and December across Estates & IS to look at potential levers in response to affordability concerns. Investment choices and risks were detailed in Paper 4 against Scenario 2a, Scenario 2b, and Scenario 3.

It was noted that onboarding would come off in both scenarios however it would be important to ensure that we continued to improve the student journey going forward. GC advised that there would be onboard spend but it would need to be offset with savings and admissions.

Chris Pearce (CP) thanked ND for the presentation and asked when there would be further clarity on when this would potentially be enacted. GC advised that there would be a briefing at SMG, but the exact position would not be known until later in the year. GC confirmed that information in the report remained confidential because of the potential impact on staff.

BH asked about the costs that were coming out of research computing as a service, which he felt were considerable and asked about the forecasted savings in AV refurb. Susan Ashworth (SA) advised that teaching IT/AV had been underinvested in historically and it was felt that it needed to be maintained under Scenario 2. Scenario 3 would require difficult choices but investment in IT/AV for teaching was recommended under all scenarios. The team supporting Research Computing as a Service had been established and was continuing to grow. There would be different choices in terms of scenarios, but there would be other funding mechanisms to build that team and they were actively being investigated.

## 5 Demonstrating Strategic Alignment

**Clerk's note:** Chairmanship changed from Frank Coton to Laic Khalique at 12:30. Frank Coton left the meeting.

MJ and Neil McChrystal (NM) gave a presentation on 'Demonstrating Strategic Alignment' (Paper 5).

The presentation was an update to the one given by Gartner in August 2023 about the key priorities for higher education and how those challenges were being responded to. The presentation also addressed other actions assigned to the team to explore the connectivity between the university's strategies and the investments being made around technology, to identify any gaps or where quicker progress should be made, and to give an update on Capability Alignment which could support future reshaping of the investment plan.

NM explained that a common model used to create a comprehensive view of a modern HEI was a Higher Education Reference Model, or HERM. The HERM Business Capability Model defines the different business functions needed to deliver a set of value chains around teaching, research, and others. HERM also includes associated views of data, applications, and technology capabilities.

The HERM model was presented in three ways: futurist, strategy, and investment.

### Futurist view

The model showed that our capabilities were broadly aligned with the Futurist view. NM noted that Gartner had not called out any specific items around Research. AI was highlighted as a crucial area for the future, and it would be important to understand its associated risks and opportunities for the University. It was noted that a UofG license for GPT4 was being explored and a short-life working group about AI was being established.

### **Strategy view:**

Noting the number of strategies that the University had, it was decided that the strategies be grouped into four top level capabilities, namely Learning & Teaching, Student Experience, Research, and Services Strategy. By grouping the existing strategies, common strategic themes had been derived for each. These were overlaid on the HERM model to see where strategy was driving change.

The purpose of this view would be to highlight where we do not have a clear strategy in place with respect to elements of the HERM model, or where strategic themes are poorly defined, areas where we know there will be impact, but we have not explicitly considered it, and areas where we have overlapping and potentially misaligned strategies.

The Strategy view showed:

- There was very good coverage of the HERM model across our strategies. This means bodies like the Enterprise Design Authority have a good basis for strategic decision making.
- There is probably more impact on Services Strategy from initiatives in the other areas than is widely recognised.
- Our strategies vary in terms of scope, depth, and approach. Unifying some of these strategies would make it easier for us to see and manage impacts across the different areas.
- Engagement & Relationship Management is an example of a capability where multiple strategies may have conflicting needs. Its pivotal role in both Student Experience and Research could be at odds with the drive for efficiency from the Services Strategy.

### **Investment view:**

In 2022/23, the scale of technology investment had increased significantly. Substantial spend was however focused on technical debt, and significant strategic change activities were also underway.

### **Summary**

The analysis demonstrated that we have a good level of alignment between our strategy and investment plans, with just a few areas we may wish to consider. A degree of variance between strategy and investment is normal and unavoidable but must be within tolerance. This allows us to consider responses to disruptions which have yet to manifest, or plan for future investment cycles, as well as manage an acceptable level of operational and tactical change.

The Chair thanked NM and MJ for the in-depth presentation and invited comments from the Committee.

CP encouraged NM and MJ to meet with him, Uzma Khan, and colleagues in Research and Innovation to understand the priorities and major issues affecting Research and Innovation. BH agreed and noted that the presentation highlighted a need for a CRM that spanned across multiple areas of the University. BH raised concern that there may be missed opportunities for areas that cut across research.

The Chair noted the level of detail in the presentation and in recognition of time constraints, invited colleagues to carry forward their thoughts and further questions to the next meeting or to contact MJ and NM directly.

## **6 Programme/project reports**

The IPSC Project Reports were included as Paper 6.

The Chair asked for any further comments on the Reports to be fed back through the Clerk.

**7 AOB**

There were no further items for discussion.

**8 Date of next meetings**

Dates of future meetings were noted as follows:

- 13 March 2024 at 10:00 – 12:00, Room 251, Gilbert Scott
- 9 May 2024 at 14:00 – 16:00, Melville Room
- 29 August 2024 at 11:00 – 13:00, Venue TBC
- 24 October 2024 at 14:00 – 16:00, Venue TBC

**Court Context Card 14 February 2024 - REPORT FROM Nominations Committee**

Speaker	Professor Nicola Dandridge		
Speaker role	Nominations Committee Convenor		
Paper Description	Nominations Committee Report to Court		
Topic last discussed at Court			Mar-23
Topic discussed at Committee			Jan-24
Court members present	Court members present at last meeting: E Passey, N Dandridge, P McKerrow, H Pentleton-Owens, A Muscatelli, J Loukes, G Stewart, D Haydon		
Cost of proposed plan			
Major benefit of proposed plan			
Revenue from proposed plan			
Urgency	Low		
Timing	Immediate		
Red-Amber-Green Rating	Green		
Paper Type	For information and discussion		
Paper Summary			
The Nominations Committee met on the 26 January to discuss the following items:			
The Committee noted that the Nominations Committee was responsible for the appointment of the Convenor of Court, Co-opted Members of Court and Committee members. During the discussion it was noted that the Committee could also play a role in terms of the overall composition of the Court and offer advice/support for the remainder of the Court membership, subject to the regulations/rules/ordinances set for the other positions on Court – such as elections or nomination by a body/group. It was agreed that the Nominations Committee was not responsible for these processes but could offer advice/support. <b>Court is asked to approve the Nominations Committee Remit attached as Annex 1</b>			
The Committee noted the detailed the process for the recruitment and appointment process for External Committee members and Co-opted members of Court. The Committee agreed that processes laid out in the paper should be followed but that they retained discretion to amend it if required. <b>Court is asked to noted the appointment process for Co-opted members of Court and External Committee members attached as Annex 2.</b>			
The Committee also discussed the current breakdown of Court Committee memebership, Court vacancies and the Skills Matrix. The Committee noted that two Co-opted members of Court were due to step down in 2024 and that the job specifications and role would be reviewed at the next Committee meeting with the recruitment process commencing in April 2024.			
Topics to be discussed	the appointment process for the Convenor of Court		
Action from Court	To <b>approve the remit of the Nominations Committee</b> To note the <b>Co-opted members of Court and Committee appointment process</b> other items for noting		
Recommendation to Court	Nominations Committee RECOMMENDS the approval of the Nominations Committee Remit		
Relevant Strategic Plan workstream			
Most relevant Primary KPI it will help the university to achieve			
Most relevant Secondary KPI it will help the university to achieve			
Risk register - university level			
Demographics			
% of University	100% students 100% staff		
Operating stats			
% of			
Campus	All		
External bodies			
Conflict areas			
Other universities that have done something similar			
Other universities that will do something similar			
Relevant Legislation			
Equality Impact Assessment			
Suggested next steps			
Any other observations			



**University of Glasgow**  
**Nominations Committee**  
**Minutes of Meeting held on Friday 26 January 2024**  
**via Zoom**

**Present:** Professor Nicola Dandridge (Chair) (ND), Jonathan Loukes (JL), Paula McKerrow (PM), Hailie Pentleton-Owens (HP-O), Gavin Stewart (GS).

**In attendance:** Martin Cooper (MC), Dr David Duncan (DD), Amber Higgins (Clerk), Professor Anton Muscatelli (AM).

**Apologies:** David Finlayson, Elizabeth Passey.

**NC/2023/1. Declarations of Interest**

No declarations of interest were noted.

**NC/2023/2. Notes of the last meeting**

The notes from the meeting on 27 March 2023 were approved.

**NC/2023/3. Matters arising**

The Committee noted that the production of a video for use on the Court website would be taken forward by the Court office.

**NC/2023/4. Nominations Committee Remit**

The Committee noted that the Nominations Committee was responsible for the appointment of the Convener of Court, Co-opted Members of Court and Committee members. During the discussion it was noted that the Committee could also play a role in terms of the overall composition of the Court and offer advice/support for the remainder of the Court membership, subject to the regulations/rules/ordinances set for the other positions on Court – such as elections or nomination by a body/group. It was agreed that the Nominations Committee was not responsible for these processes but could offer advice/support.

The Committee approved the Term of Reference following the amendments agreed by the Committee.

**NC/2023/5. Recruitment Process**

AH outlined paper 6 which detailed the process for the recruitment and appointment process for External Committee members and Co-opted members of Court. The Committee agreed that processes laid out in the paper should be followed but that they retained discretion to amend it if required.

**NC/2023/6. Recruitment Cycle 2023 onwards**

***6.1 Court Committee Membership***

AH outlined paper 7a which provided an overview on Court Committee Membership breakdown.

***6.2 Court Vacancy Breakdown***

AH outlined paper 7b which provided an update on the Court Membership and dates that members would be demitting office. It was noted that two Co-opted members of Court would be demitting office – Elizabeth Passey 31 July 2024 and Elspeth Orcharton 30 September 2024.

The Committee also noted the two External vacancies were due to be filled by April 2024 and that the draft the job description for P&OD Committee and Remuneration Committee were currently being reviewed.

### 6.3 Skills Matrix

AH outlined paper 7b which outlined the skills matrix for Court members. During the discussion it was agreed that International Business management and External Comms/PR would be added to the skills matrix. It was agreed that Court members would be asked if they would like to review the submissions and also would be asked to provide a score for the two new areas.

### 6.4 Co-opted Court appointments 2024

The Chair noted that the recruitment process for two new Co-opted members of Court was due to commence shortly. MC reported that P&OD would draft a job specification and role for review at the next meeting and it was agreed that the key skills would be Audit/Risk Management, Financial Management and sustainability/Build/Land management skills.

The Committee noted that P&OD would set up a dummy post of CORE so that data could be gathered on the applications received.

AH reported that the appointment process would need to be mindful of the Gender Representation on Public Boards (Scotland) Act 2018 and other relevant equality legislation. The 2018 Act sets a "gender representation objective" for the boards of listed Scottish public authorities that 50% of the board's non-executive members are women, and it requires appointing persons and public authorities to take certain steps towards achieving the objective. It was agreed that legal advice on the relevant legislation would be brought to the next meeting.

### NC/2023/7. AOB

No substantive items were raised.

### NC/2023/8. Table of Actions

Action	Date Due	Notes
Court Video to be updated	June 2024	Clerk
Nominations Committee Remit to be updated and the draft submitted to Court for approval	Feb 2024	Clerk
Liaise with P&OD colleagues to draft the online advert for the Co-opted members of Court	March 2024	Clerk/ Director of Strategic Recruitment and Talent
Legal advice sought on the Gender Representation on Public Boards (Scotland) Act 2018 and other relevant equality legislation	March 2024	Clerk

**NC/2023/9. Date of Next Meeting**

It was agreed that a meeting would take place in March 2024.



# Nominations Committee Terms of Reference

## 1. Introduction

Appointed by Court, the **Nominations Committee** (NC) will lead the process for appointments and ensure plans are in place for orderly succession to Court.

## 2. Committee remit

The Committee shall:

- Provide oversight on the planning, policy and process for the appointment of the Convener of Court, and co-opted lay members, including succession planning for key roles on Court
- Make recommendations to Court on the policy and process for the appointment of the Convener of Court, having regard to the skills and experience required
- Make recommendations to Court on the appointment of co-opted lay members, having regard to the skills and experience required
- Make recommendations to Court on the appointment of Court committee members, in consultation with the relevant Committee chairs; and to make recommendations on the chairing of Court committees
- Advise Court on any other matter relating to its membership
- Consider relevant changes in legislation and recommend new policy developments in relation to the appointment of members of Court
- To undertake a review of its own remit, performance and effectiveness annually as part of the overall review of Court and its Committees and report thereon to Court

The Committee is not responsible for the appointment of the Rector, Chancellors Assessor, Glasgow City Representative, Elected Academic or Professional Services (Support) staff members, General Council Assessors, Trade Union Nominees, SRC President and SRC Assessor, but may play a role in having an overview of the Court's composition to provide support and advice when required.

## 3. Scheme of Delegation

The following details the delegated authority for the NC and shows how it is placed in the overall University Scheme of Delegation with escalation Court:

Area of Responsibility	Limit	Decision Making Delegated Authority	Escalation To
Provide oversight on the planning, policy and process for the appointment of the Convener of Court, and co-opted lay members	N/A	Court	N/A
Recommend to Court the policy and process for the appointment of Convener of Court	N/A	Court	N/A
Approve appointment of co-opted lay members	N/A	Court	N/A
Approve appointment of Court committee members	N/A	Court	N/A

## 4. Committee Membership

This is a non-executive chaired committee with the following membership:

- Lay member of Court ~~Convener of Court~~ (Chair)

- 3 other lay members of Court, one of whom will be the Convener of Court
- Elected Staff Member
- 1 Staff Representative on Court
- Student Representative Council President

In attendance:

- Principal
- Chief Operating Officer and University Secretary
- Executive Director of People & Organisational Development (as required)

The Committee will also appoint a Vice-Chair from amongst its members.

## 5. Substitutions and Quorum

Substitutions may be made ~~with~~ with permission from the Chair or Vice-Chair of the Committee ~~prior notice given to the clerk~~. There must be a minimum of 5 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will escalate to Court.

## 6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Assure impartiality in all nominations
- Activity and behaviour should embody the University's values ([click here for details](#))

## 7. Conflict of Interest

The NC will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

## 8. Format and cadence

The meeting schedule will be as requested by the Convenor of Court and last 1 hour.

### INPUTS

- ☐ Previous minutes and actions
- ☐ Nominations to Court

### OUTPUTS

- ☐ Revised papers and reports to Court
- ☐ Action Log
- ☐ Minutes

## **Nominations Committee**

### **Process for Committee and Court Lay Member appointments**

The processes outlined below is for the appointment of External Sub-Committee members and for Co-Opted members of Court and shall normally be followed, however the Nominations Committee has the authority to alter the process as required.

#### **Committee External Member Appointments**

- Approx. 6 months prior to appointment – draft the advertisement and further particulars with the Chair of the Committee and University Secretary or relevant External Director. Consider EDI implications for the role and agree steps to be taken relevant to the role
- Approx. 4 months prior to appointment – advertise the role on the University website, relevant board portals, circulate to Court, SMG and relevant committee members
- Approx. 3 months prior to appointment - agree selection panel – chair of the Committee to act as Chair of the selection panel, Court member from Committee (normally a staff member), executive director for relevant area and University Secretary
- Approx. 2 months – hold interviews and make recommendation for suitable candidate. Nominations Committee to approve the recommendation for the appointment and Court to confirm. 4 year appointment initially
- Once confirmed by Court new member appointed and an induction process taken forward – i.e. meet with Chair and relevant External Director.
- Formal appointment process completed – conflict of interest, agreed to abide by court code of conduct
- For a further reappointment – Chair of Committee to confirm if suitable along with relevant External Director. Nominations and Court then to approve.

#### **Court Co-opted Lay Members**

- Nominations Committee to review the skills matrix and agree skills to be put in the job specification.
- Draft job specification and further particulars to be pulled together and agreed by the Nominations Committee. Director of Strategic Recruitment and Talent supports the process and provides advice and head hunting. Consider EDI implications for the role and agree steps to be taken relevant to the role
- Advert created for the role and advertised – e.g. Guardian and other sources such as, CUC WomenonBoards, Changing the Chemistry, LinkedIn, Institute of Directors and the Chamber of Commerce ect. List to be confirmed by Nominations Committee
- Nominations Committee to confirm if recruitment firm should be engaged.
- Role advertised
- Nominations Committee agree Selection Panel – normally chair of Nominations Committee to act as Chair of the selection panel, Convener of Court, SRC President, staff member, Co-opted member of Court supported by University Secretary
- Principal to have informal chats with shortlisted candidates

- Hold interviews and make recommendation for suitable candidate. Nominations Committee to approve the recommendation for the appointment and Court to confirm. 4 year appointment initially
- Court new member appointed and an induction process taken forward
- Formal appointment process completed – conflict of interest, agreed to abide by court code of conduct

**Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 4th of December 2023**

Speaker	<b>Dr David Duncan</b>
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For noting and approval

<b>Topic last discussed at Court</b>	Last report to Court was <b>22nd of November 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

**Paper Summary**

The Committee discussed the following items - Estates Safety report, the Occupational Health and Wellbeing Report, the SEPS report, the Sickness absence report and UCEA safe working on Campus.

The Committee also discussed the OH rebrand which was currently on hold while key stakeholders discussed it further.

The Committee discussed the proposed rebrand of Health, Safety & Wellbeing to University Safety & Resilience. This was recently denied by Court over concerns on the loss of “wellbeing” from the title. Ms Woolcott explained the rationale for the change, to reflect the inclusion of Wellbeing within the current Occupational Health service, to recognise the portfolio for Business Continuity and to minimise confusion with OH, the School of Health and Wellbeing, and the Estates Safety and Compliance function.

As Convenor of HSWC, a Court subcommittee, David Duncan **agreed to put forward a recommendation** for Court approval at the next meeting of Court.

<b>Topics to be discussed</b>	<b>the recommendation</b> for the Name change of US Health, Safety & Wellbeing to University Safety & Resilience
<b>Action from Court</b>	<b>the Approval</b> of the name change
<b>Recommendation to Court</b>	<b>to approve</b> the name change of US Health, Safety & Wellbeing to University Safety & Resilience

<b>Relevant Strategic Plan workstream</b>	N/A
<b>Risk register - university level</b>	SMG004, SMG005, SMG012, SMG013, SMG023

<b>Demographics % of University</b>	All staff, students and visitors
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**Operating stats  
% of**

<b>Campus</b>	All locations
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**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

### Health Safety and Wellbeing Committee

#### Minute of Meeting held on Monday the 4th of December 2023 at 10am in the PMR.

**Present:** David Duncan, Sharon Burns, Rosie Thompson, Selina Woolcott, James Gray, Gary Stephen, Peter Haggarty, David McLean, Hazel Bookham, Louise Stergar, Chris Kennedy, Mhairi Docherty, Tony Anderson, Molly Corbett, Phil Whitfield, Jenna Millar, Simon Ambrose

**In Attendance:** Debbie Beales,

**Apologies:** Mark Wildman, Cyril Pacot, David Harty, Gillian Shaw, David Harty, Paula McKerrow

#### 1. Minutes of the Meeting held on 22<sup>nd</sup> of September 2023

The Minute of the meeting held on the 22<sup>nd</sup> of September 2023 was approved.

#### 2. Matters arising

##### 2.1 Estates Safety Report (Paper 1)

The Committee noted the paper that was circulated for information only. Highlights included:

- [REDACTED]
- There were 25 general safety, and 11 asbestos, spot audits in August to October. These audits highlighted some issues of non-compliance, but none presented as high risk. All issues were addressed at the October Contractor Safety Forum.
- Fire safety. The Dante contract has been extended to December 2024 to allow CBRE more time to deliver this service as part of their contract.

##### 2.2 OH Rebrand (verbal update HB)

Hazel Bookham informed the Committee that the OH rebrand is currently on hold while key stakeholders discuss it further.

The Committee discussed the proposed rebrand of Health, Safety & Wellbeing to University Safety & Resilience. This was recently denied by Court over concerns on the loss of “wellbeing” from the title. Ms Woolcott explained the rationale for the change, to reflect the inclusion of Wellbeing within the current Occupational Health service, to recognise the portfolio for Business Continuity and to minimise confusion with OH, the School of Health and Wellbeing, and the Estates Safety and Compliance function.

As Convenor of HSWC, a Court subcommittee, David Duncan agreed to put forward a recommendation for Court approval at the next meeting of Court.

##### 2.3 Flu vaccine and first aiders allowances (verbal update DD)

Hazel Bookham informed the Committee that OH administered 173 flu vaccines to staff this winter. The Committee agreed that any staff member who paid for the vaccine elsewhere can claim this back through expenses. Next winter there will be early comms on flu vaccines to

ensure that everyone is aware of the service. There are also plans to provide vaccines at Garscube as well as at Gilmorehill.

David Duncan informed the Committee that the increase in the first aider's allowance has been approved and he will progress this with the Finance Office.

### **3. Occupational Health and Wellbeing Report (Paper 2)**

The Committee noted the paper that was circulated for information only. Highlights included:

- A new Occupational Health Adviser has recently been appointed (Norma Dalgleish) to support the development of a multidisciplinary OH Team. The OH administrator (Lisa Johnston) is now training as a phlebotomist to allow enhanced support for student health screening clinics.
- Staff have been highlighting OH and the wellbeing function at various Team Townhalls and away days. This has led to an increase in usage of the University's Health & Wellbeing Hub and the Health Assured "My Healthy Advantage" App.

### **4. SEPS Report (Paper 3)**

The Committee noted the paper that was circulated for information only. David McLean informed the Committee that there were no unusual anomalies to report.

### **5. Audit update (Paper 4)**

The Committee noted the paper that was circulated. Highlights included:

- All audits are progressing well, with 3 Units achieving full completion of their remaining actions.
- HSE biological safety visit. The HSE improvement notice final requirements were submitted on time and accepted as fully meeting the requirements of the enforcement notice and Inspector's letter.
- The CVR received a half day inspection visit from the Department of Transport in relation to security for the transport of high-consequence dangerous goods. This visit went well, and CVR were deemed compliant with only minor recommendations for improvement.

### **6. Sickness absence stats (Paper 5)**

The Committee noted the paper that was circulated for information only.

### **7. UCEA safe working on campus (Paper 6)**

The Committee noted the paper that was circulated. Selina Woolcott informed the Committee that Universities & Colleges Employers Association (UCEA) and Universities Safety and Health Association (USHA) have updated the 'joint principals for safe working on campus' to recognise that Covid 19 should no longer be treated differently from other respiratory illnesses such as 'flu. There will be a 'joint statement on ventilation' to follow and Selina agreed to circulate this statement once agreed.

### **8. Covid (verbal update SW)**

Selina Woolcott informed the Committee that there will be no further guidance on Covid unless circumstances change.

## **9. Any Other Business**

- The Committee agreed to review the current Lone Activities Policy and risk assessment as HSE have recently decided that home working when alone is now considered lone working.
- The Committee discussed the possibility of digitising fire testing risk assessment action tracking to allow accessibility across campus. The Committee agreed that SharePoint could be a suitable platform and Peter Haggerty agreed to take this forward with SEPS and report on progress at the next meeting of the HSWC.
- CoSS rep concerned that accessibility across campus is not progressing in a satisfactory manner. Peter Haggerty informed the Committee that there is a post within Estates dedicated to this role and agreed to meet with Rosie to discuss further.

## **10. Date of Next Meeting**

The next meeting of the HSWC will take place at 10am on Monday the 4<sup>th</sup> of March 2024 in the Melville Room.

Created by Debbie Beales



**Court Context Card 14 February 2024 - REPORT FROM Complaints Resolution Office**

<b>Speaker</b>	<b>David Duncan</b>		
<b>Paper Description</b>	Annual Complaints Report 2022-23		
<b>Topic last discussed at Court</b>	Feb-23		
<b>Court members present</b>	N/A		
<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>	High		
<b>Timing</b>	Immediate		
<b>Red-Amber-Green Rating</b>	Green		
<b>Paper Type</b>	For information and discussion		
<b>Paper Summary</b>			
<p>Since the last report to Court in February 2023 , there have been significant changes to the team which have provided the opportunity for improvements and has also presented some challenges. The transition time required for the new team has further contributed to an existing backlog of Stage 2 cases, therefore outcome times have not yet seen a dramatic improvement. However, there is confidence that the new ways of working provide a much stronger position. Improvements can be seen in the handling of Stage 1 cases, with fewer cases being escalated to Stage 2 than in previous years. In addition to case handling, the team are also working on ongoing development of ways of working, process, reporting and supporting local areas in handling of complaints. The monitoring of volumes and response times will be ongoing.</p> <p>Court is <b>asked to note</b> the Annual Complaints Report.</p>			
<b>Topics to be discussed</b>			
As Court wishes			
<b>Action from Court</b>	<b>to note the Annual Complaints Report</b>		
<b>Recommendation to Court</b>	To note the Annual Complaints Report		
<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>			
<b>Risk register - university level</b>			
<b>Demographics</b>			
<b>% of University</b>	100% students 100% staff		
<b>Operating stats</b>			
<b>% of</b>			
<b>Campus</b>	All		
<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**  
**Complaints Handling Procedure**  
**Annual Report 2022-2023**

## 1. Introduction

This report covers complaints considered through the University's Complaints Handling Procedure (CHP) between 1 August 2022 and 31 July 2023.

The Complaints Handling Procedure considers dissatisfaction about service delivery. It does not cover staff grievances or student issues covered by other processes such as academic appeals or student conduct.

The University's complaints procedure is based on the Model Complaints Handling Procedure (MCHP) for Higher Education issued by the Scottish Public Services Ombudsman (SPSO). The Complaints Handling Procedure was updated in 2021, following a refresh of the MCHP.

The SPSO has set four KPIs for complaints handling and these are addressed in the first section of the report which follows.

The CHP involves two internal stages:

Stage 1 (Frontline) to be handled within 5 working days; and Stage 2 (Investigation) to be handled within 20 working days.

Following stages 1 and 2, if a complainant remains dissatisfied, they have the option to take their complaint to the Scottish Public Services Ombudsman (SPSO) for consideration.

## 2. Key Performance Indicators

### KPI 1: Total number of complaints received

The number of complaints received at Stage 1, the number escalated from Stage 1 to Stage 2, and the number of complaints received directly at Stage 2. The table also includes the number of issues raised that cannot be handled through the CHP.

	Total	Stage 1	Stage 2 Overall	Escalated to Stage 2	Direct to Stage 2
Incidents received	644				
Request for service and/or information	190				
Referred to another procedure	54				
Complaints which have been submitted but cannot be taken forward through CHP	3				
<b>Taken forward</b>	<b>397</b>	<b>336</b>	<b>61</b>	<b>18</b>	<b>43</b>
Complaints subsequently withdrawn	19	17	2	1	1

**KPI 2: The outcome of complaints at each stage**

An overview of the outcome of complaints, by percentage.

	Stage 1	Stage 2 overall	Escalated to S2	Direct to S2
<b>Withdrawn</b>	5.1%	3.3%	5.6%	2.3%
<b>Resolution /Remedy</b>	86.9%	3.3%	0.0%	4.7%
<b>Resolution not accepted</b>	5.4%	0.0%	0.0%	0.0%
<b>Not upheld</b>	0.0%	37.7%	44.4%	34.9%
<b>Upheld in part</b>	0.3%	26.2%	27.8%	25.6%
<b>Upheld</b>	0.0%	9.8%	5.6%	11.6%
<b>Presumed resolved</b>	2.4%	0.0%	0.0%	0.0%
<b>No finding</b>	0.0%	0.0%	0.0%	0.0%
<b>Pending</b>	0.0%	19.7%	16.7%	20.9%

**KPI 3: Complaints at each stage that were closed in full within the set timescales of five and 20 working days.**

The number of complaints closed in full at stage 1, stage 2 and after escalation within MCHP timescales as a proportion of all stage 1, stage 2 and escalated complaints.

Stage 1 Timescales	S1 (%)	Stage 2 Timescales	Stage 2 overall (%)	Escalated to S2 (%)	Direct to S2 (%)
<5	46%	<20	2%	0%	2%
<10	22%	<60	30%	28%	28%
>10	30%	<100	13%	22%	9%
unknown	3%	>100	33%	22%	37%
		total >20	75%	72%	74%
		Pending (over 20 days)	22%	13%	21%
		Withdrawn	3%	6%	2%

**KPI 4: The average time in working days for a full response to complaints at each stage**

The average (mean) time in working days to respond at stage 1, stage 2 and after escalation.

Average working days	Stage 1	Stage 2 overall	Escalated to S2	Direct to S2
	10.6	108.3	78.5	119.4

### **3. Analysis**

#### **Stage 1**

Stage 1 complaints are normally responded to by the local area where the issue arose. Forty-six percent of all complaints considered at Stage 1 were resolved in five days or fewer. The average time taken to respond to a complaint at Stage 1 was 10.6 working days, which is lower than previous years. The average time taken to respond to a complaint at Stage 1 in 2021-22 was 12 working days.

The CHP identifies that complaints are most effectively handled and resolved locally through front-line resolution. In 2022-23 five percent of cases handled at Stage 1 were escalated to Stage 2 because the complainant was dissatisfied with the response they had received. This indicates an effective level of frontline resolution and complainant satisfaction, which has improved year on year (8% in 2021-22, 11% in 2020-21 24% 2019-20).

The Complaints Resolution Office have continued to work with colleagues across the University to support and improve complaints handling at Stage 1. This has been enhanced by additional resource recruited to the team in 2023.

#### **Stage 2**

As well as the 18 cases that were escalated from Stage 1, 43 complaints were considered directly at Stage 2. This is when cases are determined to be more complex or where it is considered unlikely that resolution can be achieved at Stage 1. In total there were 61 Stage 2 complaints. For comparison there were a total of 83 complaints considered at Stage 2 in 2021-22. Two Stage 2 cases were withdrawn by the complainant prior to conclusion.

In those cases that require full investigation (where acceptable resolution is not achievable), the investigation can often take longer than 20 days to conclude because they are often complex and may involve sensitive issues which require careful consideration. Where there are clear and justifiable reasons for extending the timescale, there is scope to do so as part of the Complaints Handling Procedure. This is clearly communicated to the complainant.

On average, Stage 2 cases took 108.3 working days to conclude. This compares to 79.7 in 2021-22, 59 working days in 2020-21 and 65 in 2019-20. Stage 2 cases have taken longer to conclude than previous years. This is due to the two case managers in post having left in December 2022 and January 2023. Their replacements started in January 2023 and March 2023 respectively. The new team have been managing a backlog of cases, in addition to the transition period, undergoing training and developing experience within the role.

The complexity of cases has continued to increase, and delays have been contributed to in some cases by availability of relevant colleagues required to input to the complaint remedy or response, difficulty contacting the complainant, the complainant taking longer to respond, or because investigation was put on hold at some point at the request of the complainant.

**Total number of complaints received in comparison to previous years.**

The table below illustrates the incidents reported to the Complaints Resolution Office.

	2018/19	2019/20	2020/21	2021/22	2022/23
Total Incidents	-	-	-	607	644
Request for service and/or information	-	-	-	93	189
Referred to another procedure	-	-	-	64	53
Complaints which have been submitted that beyond the timeframe set out in the CHP or cannot be considered under the CHP	-	-	-	4	3
Stage 1	119	133	172	364	336
Stage 2 (Overall)	47	58	72	84	61

Since the introduction of Ivanti to record cases in 2021-22, all incidents have been logged.

**Overall themes for 2022-2023**

Quarter 1 of 2022-23 was impacted by the accommodation crisis and related admissions decisions.

The 2022-23 academic year also saw a continuation of Industrial action. This year the impact was heightened by the addition of a Marking and Assessment boycott (MAB) to previous strike activity (which resulted in class cancellations). The uncertainty caused by strike action, particularly the MAB, led to concerns being raised. The majority of these were raised before the conclusion of the action therefore these were handled as requests for information in the first instance. It is notable that a number of these concerns were raised by third parties on behalf of students. There have been some complaints relating directly to the MAB which have been taken forward in 2023-24 (after conclusion of the MAB) and will feature in next years' report.

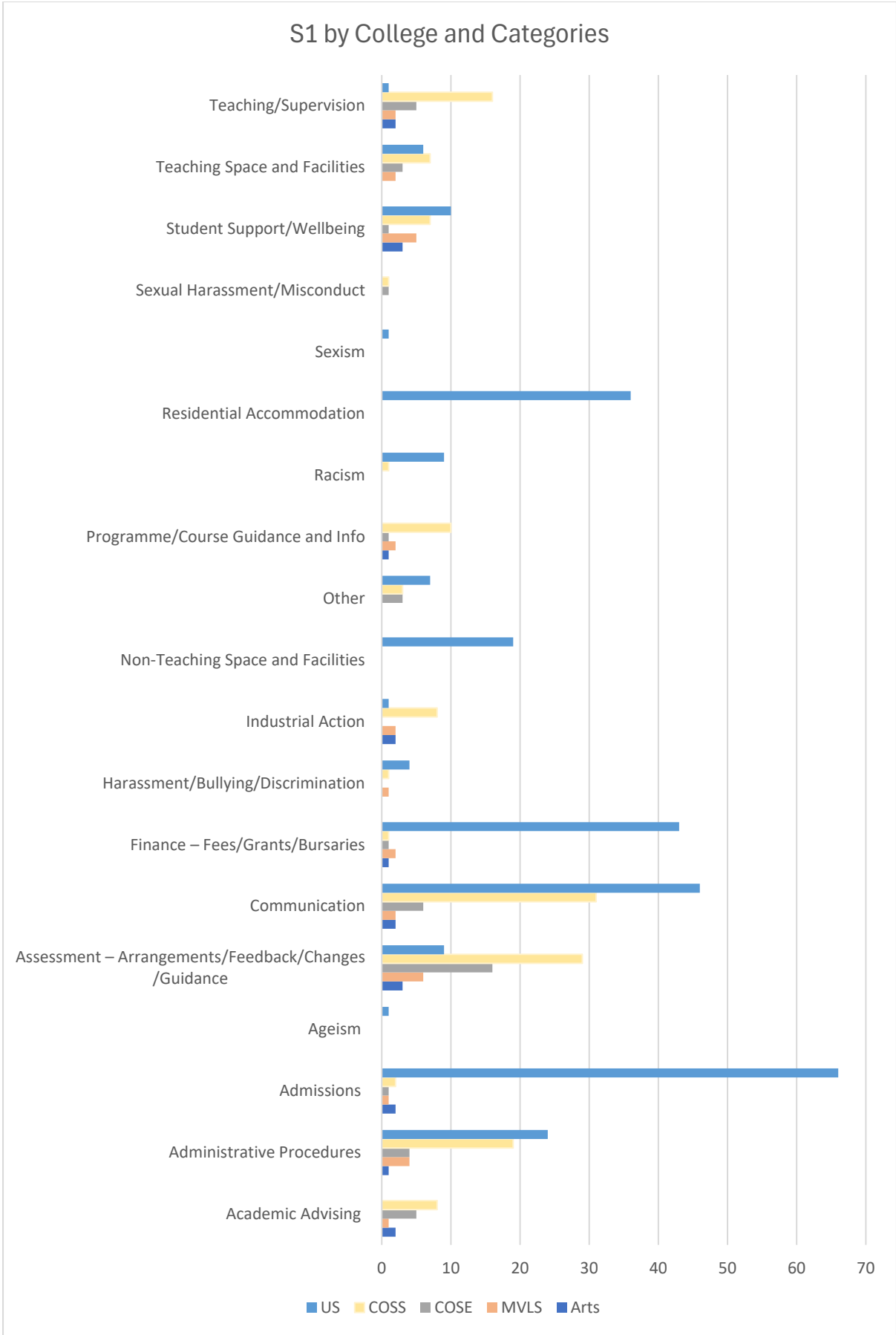
A continuing theme which has been apparent in previous years is cases regarding PGR students experience. The issues tend to relate to supervisory arrangements and range from academic suitability to supervise the project, to accusations of bullying and harassment.

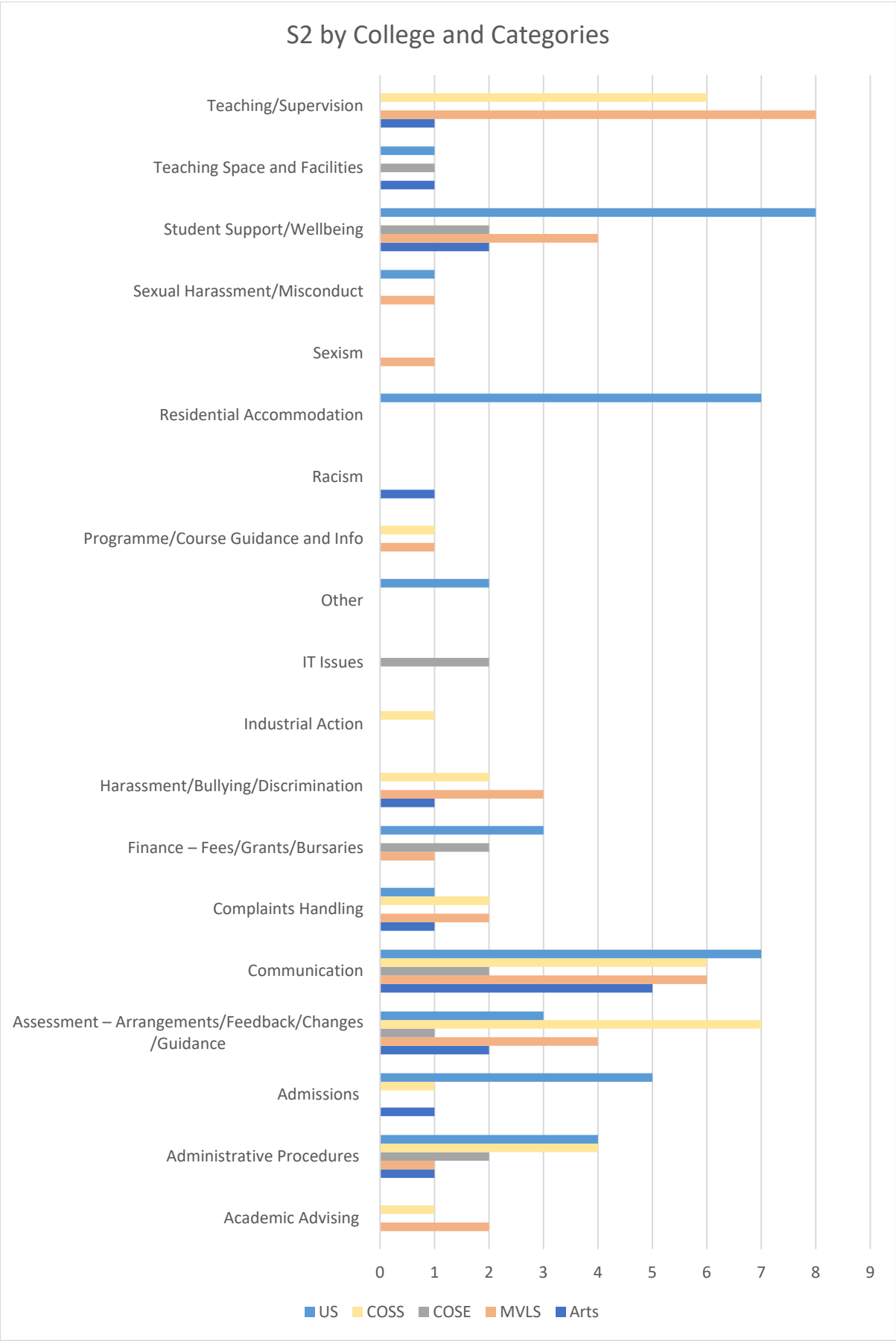
Overall, communication continues to be a key issue raised by complainants This includes lack of, unclear or incorrect communication as well as communication mode or tone.

**Categories of complaints**

Top 5 categories of complaints at Stage 1 and Stage 2.

	<b>STAGE 1</b>	<b>STAGE 2 (Overall)</b>
<b>1</b>	Communication	Communication
<b>2</b>	Admissions	Assessment – Arrangements/Feedback/Changes/Guidance
<b>3</b>	Assessment – Arrangements/Feedback/Changes/Guidance	Teaching/Supervision
<b>4</b>	Administrative Procedures	Student Support/Wellbeing
<b>5</b>	Finance – Fees/Grants/Bursaries	Administrative Procedures





## **Overall themes by college**

### **College of Arts**

- Complaints in the College of Arts are spread across a range of issues. Communication is the most frequently complained about issue. Notably, perceived lack of, or poor, communication has contributed to complaints about other issues, for example implementation of support for students regarding disability or wellbeing needs.

### **College of MVLS**

- The issues that are most complained about are teaching and supervision and communication. Complaints about teaching and supervision often relate to PGR studies.
- There were several concerns about assessment, including the provision of information on forthcoming assessments.

### **College of Science & Engineering**

- The issue most complained about is Assessment - arrangements/ feedback/ changes/ guidance.
- Administrative issues, particularly surrounding course enrolment and graduation processes - this links with concerns about communication.

### **College of Social Sciences**

- The issues most complained about are Communication, Assessment – Arrangements/Feedback/Changes /Guidance, Administrative Procedures and Teaching/Supervision.
- Complaints often related to registration and enrolment issues, lack of response to queries, unclear information and communication around assessments.

### **University Services**

- As in previous years, there were a number of complaints from students with additional support or wellbeing needs, who have complained about the support arrangements and/or the challenges they have faced in navigating University life.
- The Accommodation crisis at the start of this reporting period and the related admissions decisions and communications. These factors generated a large number of complaints which presented additional pressures for the relevant teams and the complaints team.
- Other issue which are most frequently complained about in relation to University Services relate to finance (refund requests), communication and administrative procedures.

## **Learning and process improvement**

The pattern of complaints highlights areas in which the University needs to make changes and improvements to its provision.



- Clarity and timeliness of communication to students continues to feature significantly. A number of recommendations from complaints in 2022-23 relate to review of and enhanced clarification around information to students.
- A number of recommendations relate to the need to enhance sharing of information between teams, schools and service areas to ensure a joined-up approach, has also be identified through a number of complaints received this year.

### **Changes to the CRO in 2022-2023**

The team has changed and expanded in this timeframe – growing from 3.5 staff to 5.5 staff. Four new team members joined between January and March 2023. This includes an additional post in response to the Ross Report.

The Complaints Resolution Office has moved from Student and Academic Services to a newly formed grouping including Legal and Contracts, Student Conduct and the Court Office.

The additional resource has led to the following changes:

- Team has been restructured to allow 2 members of staff to focus on Stage 2 complaints and 2 staff to focus on Stage 1 complaints and data management. Which has led to increased prioritisation and improved management of cases.
- Increased focus on distinguishing concerns that should be handled as requests for Service or Information or referred to another procedure, from issues that can be considered under the CHP.
- Improved focus on Stage 1 complaints enables staff to work with local areas to manage cases effectively, manage complainants' expectations re. timeframe and identify appropriate resolution options.
- Improved data management to enhance quality and frequency of reporting.
- Improved communication with key staff in Schools/ Colleges and central University Services.
- Review of processes and procedures and development of an annual operational plan

In response to the Ross Report and its recommendations, the Complaints Resolution Office has been working with colleagues in People and Organisational Development and Student Conduct to ensure that cases that have overlap between procedures are being handled effectively.

The Complaints Resolution Office have been working with a number of Schools and Service areas to enhance complaint handling and learning from complaints.