



University
of Glasgow

COURT

A meeting of **Court** will be held on **Wednesday 17 April 2024** at **2pm** in the Seminar Room, Mary Stewart Building, Garscube, G61 1QH

Amber Higgins, Executive Officer and Clerk to Court - 0141 330 4976 amber.higgins@glasgow.ac.uk

AGENDA

Item	Title	Lead	Paper No.	Page Nos	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 14 February 2024	Convener	2.	4-14	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	*Annual Report on Research <i>Papers withheld due to FOI exempt/Commercial sensitivity.</i>	Chris Pearce	4.	15-25	For information /discussion
5.	*Student Experience Strategy and Action Plan <i>David Duncan and Jonathan Jones will provide an update on the Student Experience Strategy</i>	David Duncan/ Jonathan Jones	5.	26-30	For information /discussion
6.	Report from the Principal <i>*Admissions Update *Horizon Europe *Higher Education Developments *SFC Indicative Funding Allocations *University Rankings *SMG Update</i>	Principal	6.	31-40	For information /discussion
7.	Report from the University Secretary <i>*Court Effectiveness Review *Standing Orders *Spring Elections *Organisational Changes *Head of School Appointments *Gender Representation Objective *CIVIS European University Alliance *Ordinance 211 – General Council Membership</i>	David Duncan	7. and annexes	41-106	Items for approval/ otherwise for discussion/ information
8.	*Student Matters, including: Rector update; SEC Report; SRC President update	Rector/ Hailie Pentleton	8.	107 - 112	For information /discussion

9.	Reports of Court Committees				
9.1	Finance Committee Some Papers withheld due to FOI exempt/Commercial sensitivity	Gavin Stewart	9.1 and annex	113-136	For information /discussion
9.2	Estates Committee	Stuart Hoggan	9.2	137-142	For information /discussion
9.3	Information Policy & Strategy Committee	Frank Coton	9.3	143-149	For information /discussion
9.4	Audit & Risk Committee	Elspeth Orcharton	9.4	150-156	For information /discussion/
9.5	People and Organisational Development Committee	Kerry Christie	9.5 and annexes	157-172	For information /discussion
9.6	Health, Safety and Wellbeing Committee <i>*to note the Annual report</i>	David Duncan	9.6 and annex	173-212	For information /discussion
9.7	Remuneration Committee Papers withheld due to FOI exempt/Commercial sensitivity	Kerry Christie	9.7		For information /discussion
9.8	Nominations Committee	Nicola Dandridge	9.8 - To follow		For approval/ information /discussion
10.	Senate Business <i>Clerk of Senate to provide an update from the meeting held on 9 April 2024</i>	Martin Hendry	10 – to follow		For information
11.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
12.	Date of Next Meeting Tuesday 18 June 2023 at 1400 – Senate Room Followed by the Annual Court Dinner				

ANNUAL SCHEDULE OF COURT BUSINESS

<i>(Sept</i> September	<ul style="list-style-type: none"> • <i>Strategy Discussion Day)</i> • Pre-Court Briefing • Report on any action taken under delegated powers over summer • Court Strategy Day • Committee memberships • Statement of Primary Responsibilities • Full Risk Register including Mitigation Actions/Risk Appetite • Schedule of Court business for forthcoming year • Report on previous year's attendance of Court and Committees • Summary Income and Expenditure report (Finance Committee)
November	<ul style="list-style-type: none"> • Pre-Court Briefing • Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements) • Report on Investments (Finance Committee) • Summary Income and Expenditure report (Finance Committee) • Audit and Risk Committee annual report • Remuneration Committee report on senior pay review • Annual Report on the University's Complaints Procedure • Honorary Degree nominations • Annual report to the Scottish Funding Council on Institution-led Review of Quality
February	<ul style="list-style-type: none"> • Pre-Court Briefing • Draft Outcome Agreement for next year from Vice Principal (or in April) • Information Policy & Strategy Committee annual update • Finance KPIs • Summary Income and Expenditure report (Finance Committee)
April	<ul style="list-style-type: none"> • Pre-Court Briefing • Research update and KPIs from Vice Principal • SFC Main Grant Allocations for forthcoming year • Health, Safety & Wellbeing annual report • Summary Income and Expenditure report (Finance Committee)
June	<ul style="list-style-type: none"> • Pre-Court Briefing • Strategic Plan (annual update) • SRC annual report • Institutional KPIs • Capital Programme • Budget Overview for forthcoming year/Financial Forecasts/sustainability • Learning & Teaching update • Equality & Diversity Strategy Committee annual report • Report on Investments (Finance Committee) • Summary Income and Expenditure report (Finance Committee) • Annual Report from Organisational Change Governance Group

Pre Court briefing –

Future topics

Transformation update - April 2024
Fundraising campaign – June 2024
Head of College – MVLS update –Sept 2024

Past topics

Innovation Strategy update – Feb 2024
Polymath/interdisciplinary research – Nov 2023
Sept - Head of College – Science and Engineering – Sept 2023
Keystone building business case – June 2023
Vice Principal/ Head of College for Arts – April 2023
Geopolitics, China paper – Feb 2023
Innovation Strategy - Nov 2022
Embedding new ways of working - Sept 2022



Court – Overview

Wednesday 14 February 2024

CRT/2023/27. Technology Strategy – progress and next steps

Court received a presentation by Mark Johnston (Director of IT Services) and Alun McGlinchey, (Chief Information Security Officer) on the Information Services Strategic Plan. The presentation provided an update on progress in relation to the University Technology Strategy and highlighted the next phase in the evolution of the strategy.

CRT/2023/28. Keystone Workshop Update

Court received a brief outline by Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)) on the Keystone Workshop. Court noted that in all but a downturn scenario, the full business case for Keystone would be brought forward for consideration by Court and its Committees in September 2024.

CRT/2023/29. Report from the Principal

CRT/2023/29.1 Admissions – UCAS Applications and PGT Update

The Principal updated Court on the current admission cycle. In relation to PGT, it was noted that the University was not alone in seeing reduced numbers in 2023-24 and a number of actions had been adopted for the 2024-25 recruitment cycle to seek to return to budget numbers, including speeding up offer-making within the round-based recruitment approach followed last year, implementing universal deposits, boosting our scholarships offer, and providing accommodation guarantees to all PGT international students. Court noted that the recruitment cycle was still in the early stages and that an update, including more detailed scenario tables, would be provided at the next Court meeting.

CRT/2023/30. Report from the University Secretary

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

CRT/2023/30.1 University Gardens – Sit In

Court noted that 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 which had now concluded. As noted in Paper 9.1 – Finance Committee Report – the petition had been 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.

CRT/2023/30.2 Court Effectiveness Review – Autumn 2023

Court noted the Court Effectiveness Review final report. Following discussion it was agreed that the Working Group would draft action plans for each of the recommendations with a view to seeking Court's agreement at the next meeting for implementation.

CRT/2023/30.3 Search Committee

Court approved the Search Committee paper following minor amendment.

CRT/2023/30.5 Organisational Change

Court approved the rebranding of Health, Safety & Wellbeing to University Safety & Resilience.

CRT/2023/30.7 Honorary Fellowship

Court approved an Honorary Fellowship for Alan Seabourne.

CRT/2023/30.8 The Stevenson Trust

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

CRT/2023/32. Reports of Court Committees

CRT/2023/32.1 Finance Committee

Court noted that some of these matters raised by GAAFF had previously been considered by a sub group set up by the University Court in 2019/20. The Committee had agreed that a Working Group would be established to review the petition, with a final report and recommendations being put to Court in June 2024.

Court also noted that work continued to finalise the Revolving Credit Facility (RCF) with contracts drafted and agreed 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 that pricing remained competitive. Gregor Caldw provided an update to the Court in relation to the proposed revolving credit facility agreements. Court approved:

1. the recommendation from the Finance Committee that the University secures a revolving credit facilities of £200m in total from two banks to be documented in two separate £100m revolving facility agreements from each of (i) the Bank of Scotland plc and (ii) The Royal Bank of Scotland plc) (each a “**Revolving Credit Facility Agreement**” and together the “**Revolving Credit Facility Agreements**”);
2. the appointment of the Finance Committee Chair, Vice-Chair and Executive Director of Finance to a sub-committee (the “Sub-Committee”) of the Finance Committee to act on behalf of the University Court in relation to the Revolving Credit Facility Agreements, with a quorum of any meeting of the Sub-Committee being set at two members personally present;
3. delegation to the Sub-Committee all the powers of the Court required to negotiate, finalise and approve the terms of each Revolving Credit Facility Agreement with each bank; and
4. delegation to the Sub-Committee all the powers of the Court required to sign, execute and deliver all agreements, documents, certificates and instruments as the Sub-Committee shall consider necessary or desirable in relation to the Revolving Credit Facility Agreements for and on behalf of the University Court.”

CRT/2023/32.5 Nominations Committee

Court noted the detailed the process for the recruitment and appointment process for External

Committee members and Co-opted members of Court. Court noted that the Committee had reviewed the Terms of Reference (ToR) and Court approved the amended ToR for the Nominations Committee.

CRT/2023/34. Complaints Handling Procedure Annual Report 2022-23

Court noted the report and suggested that the report should be shared more widely with Committees of Court to see if any wider lessons could be learned from the data.



Draft Court

Minute of Meeting held on Wednesday 14 February 2024 held in the Main Building

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Tara Brendle (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 Khaliq (Co-opted Member), Jonathan Loukes (Co-opted Member), Paula McKerrow (Trade Union Nominee), Dr Christine Middlemiss (General Council Assessor), 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), Shan Saba (Co-opted Member), Mr Gavin Stewart (Co-opted Member), Hailie Pentleton-Owens (SRC President).

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 Martin Hendry (Clerk of Senate), Amber Higgins (Executive Officer and Clerk to Court), Mark Johnston, Director of IT, and Alun McGlinchey, Chief Information Security Officer for Item CRT/2023/27 only and Christine Barr (Executive Director of People and Organisational Development) for Item CRT/2023/30.3 only.

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Professor Bethan Wood (Elected Academic Staff Member).

CRT/2023/24. Announcements and declaration of Interests

The Convener welcomed Professor Tara Brendle (Elected Academic Staff Member), as a new member 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 the Innovation Strategy by Uzma Khan Vice-Principal for Economic Development, Declan Weldon, Executive Director of Innovation, Entrepreneurship and Engagement and Mike King, Director of Economic Development. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2023/25. Minutes of the meetings held on Wednesday 22 November 2023

The minutes were approved.

CRT/2023/26. Matters Arising

No substantive items were raised.

CRT/2023/27. Technology Strategy – progress and next steps

Court received a presentation by Mark Johnston (Director of IT Services) and Alun McGlinchey, (Chief Information Security Officer) on the Information Services Strategic Plan. The presentation provided an update on progress in relation to the University Technology Strategy and highlighted the next phase in the evolution of the strategy.

Court noted that the context of the strategy development had included a legacy of underinvestment in IT; operational structures that were not fit for purpose; the fact that the University was entering a new strategic cycle, extending its physical infrastructure and engaging in transformation; and the declaration of a climate emergency.

Since the last update to Court in February 2023, significant progress had been made in progressing the two major foundational projects – Infrastructure as a Service (IaaS) and the Network Infrastructure Programme (NIP).

It was noted that there were still significant challenges to overcome, such as: out-of-date business systems and end-of-life infrastructure; complex future IT landscape requiring greater flexibility; and staffing capabilities and capacity. Court also noted that the University Telephony system was in the process of being migrated to Teams.

Court noted that a number of Business Systems were either due to be migrated to the Cloud or the functionality was being reviewed. The presentation also highlighted the strategies for supporting Learning & Teaching, Research and the Student Experience. Court noted that cyber and information security had moved forward since the last update to Court and welcomed the progress that had been made.

During the discussion it was noted that the IT function was moving to a more centralised model and that the balance between college vs central was still being mapped out. It was also noted that support for staff was a key area to focus on as this would ensure that staff and students could make full use of the business systems.

A query was raised about assessment and feedback and online exams and it was noted that Senate was discussing these areas in detail as there were a number of challenges that needed to be addressed, including staff time allocation for marking assessments.

Court thanked Mark Johnston, Alun McGlinchey and all IT staff for all their hard work on the strategy and their support for staff and students over the last year.

CRT/2023/28. Keystone Workshop Update

Court received a brief outline by Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)) on the Keystone Workshop. Keystone had now concluded RIBA

Stage 3 – Spatial Coordination, this stage served to ensure the design would meet the spatial requirements. In order to be on schedule for completion by 2027/28 Stage 4 design fees and advanced works for the Keystone plot had been approved by the Finance and Estates Committee. Court noted that following approval of the Stage 4 fees the total commitment of Keystone was £31m.

Court agreed that the following would be progressed:-

- All actions arising from the workshop discussions would be taken forward
- Updates on the student recruitment position would be given on a regular basis to Finance Committee and Court throughout the cycle.
- The executive team would develop budgets for Scenarios 1&2 to be brought forward to Finance Committee and Court towards the end of 2023/24 session, on the assumption that the Scenario 2 budget would be the initial operational budget for the coming year until growth above the baseline was confirmed.

Court noted that in all but a downturn scenario, the full business case for Keystone would be brought forward for consideration by Court and its Committees in September 2024.

CRT/2023/29. Report from the Principal

CRT/2023/29.1 Admissions – UCAS Applications and PGT Update

The Principal updated Court on the current admission cycle. It was noted that Undergraduate numbers were slightly down on previous years but no concerns were raised.

In relation to PGT, it was noted that the University was not alone in seeing reduced numbers in 2023-24 and a number of actions had been adopted for the 2024-25 recruitment cycle to seek to return to budget numbers, including speeding up offer-making within the round-based recruitment approach followed last year, implementing universal deposits, boosting our scholarships offer, and providing accommodation guarantees to all PGT international students.

During the discussion it was noted that all of these actions were considered critical to regain student numbers as it was likely that the University would see increased competition across this cycle from both other UK institutions and other markets (e.g. Australia). It was also unclear what the conversion ratio would be from acceptance to registration, partly due to the change in approach but also because of the increased competition and market factors impacting the attractiveness of the UK. There was therefore a high level of uncertainty around the recruitment position in September 2024 – although data to date did not suggest that the University is in a downturn scenario.

Court noted that the recruitment cycle was still in the early stages and that an update, including more detailed scenario tables, would be provided at the next Court meeting.

CRT/2023/29.2 Principal's Report

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

- Scottish Government Budget 2024-25 – Court noted the Scottish Government had present the draft budget on 19 December and it was unclear at this stage how £28.5m reduction in resource funding would be implemented;
- REF 2029 – Court noted that the next REF submission had been delayed by a year to 2029. It was also noted that the REF Steering Group had 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;

- SMG Appointments – Court noted that Professor Dame Muffy Calder, Vice Principal and Head of the College of Science and Engineering, had been reappointed for a second five-year term from 1 January 2020. Her term of office was therefore due to end on 31 December 2024, and the University had initiated a global search for her successor with the help of recruitment consultants. The Principal noted that he was consulting on some further reappointments to SMG which were due, and an update would be provided to Court members between meetings.

The Convener thanked the Principal for the update.

CRT/2023/30. Report from the University Secretary

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

CRT/2023/30.1 University Gardens – Sit In

Court noted that on the 22 January 2024 a group of students from Glasgow Against Arms and Fossil Fuels (GAAFF) had started a sit in at 11 University Gardens. Classes and meetings scheduled for that building had been diverted during the sit-in. Court noted that the students had now vacated the building following discussions with the University Secretary. It was reported that the University had received a petition from the group which outlined a number of demands. As noted in Paper 9.1 – Finance Committee Report – the petition had been 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.

Court had been sent the demands emailed recently by GAAFF – these were read out by the Secretary. It was also noted that JCCN would also meet with the GAAFF to discuss the issues raised.

CRT/2023/30.2 Court Effectiveness Review – Autumn 2023

Court noted the Court Effectiveness Review final report. As noted in the report it was evident that the Court of the University of Glasgow was well run and that the University as a whole was well governed. The Court continually reviewed and reflected on its activities and had implemented numerous improvements over the years; these had enhanced the working of Court and had served to ensure that Court members could 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 were always opportunities to enhance provision still further – the report suggested that this would be achieved through a leaner, more agile committee structure.

Following discussion it was agreed that the Working Group would draft action plans for each of the recommendations with a view to seeking Court's agreement at the next meeting for implementation.

CRT/2023/30.3 Search Committee

SMG members left the meeting for this item.

Court noted the Search Committee proposal and agreed that a staff member would be included in the long listing panel.

Court approved the Search Committee paper following minor amendment.

SMG members returned to the meeting.

CRT/2023/30.4 Rector's Election

The Rector left the meeting for this item.

Court noted that 4 nominations had been received for the Rectorial Election – Dr Ghassan S. Abu-Sittah, Susan McCabe, The Hon Lady Rita Rae and Paul Sweeney MSP. It was also noted that complaints had been received about two candidates. Following the complaints the candidates had been written to and formal responses had been received. It was noted that one of the responses would be made public.

It was noted that legal advice had been sought and that for future Rectorial Elections the rules and regulations would be reviewed in line with Ordinances and legislation relating to Charity Trustees.

The Rector returned to the meeting.

CRT/2023/30.5 Organisational Change

Court noted a proposal that had been put forward to change the name of the Health, Safety & Wellbeing team to 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.

Court approved the rebranding of Health, Safety & Wellbeing to University Safety & Resilience.

CRT/2023/30.6 Court and Committee Membership

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

Court also noted that following approval by Court Stephen Good and Jim McIntyre had recently join the Estates Committee as External Lay members for four years from 1 January 2024 to 31 December 2027.

CRT/2023/30.7 Honorary Fellowship

Court approved an Honorary Fellowship for Alan Seabourne.

CRT/2023/30.8 The Stevenson Trust

Court noted the proposal 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 would be better achieved. This required 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). It was noted that the College of Social Sciences and School Social & Political Sciences were supportive of the proposed changes and were involved in the discussions.

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

CRT/2023/31. Student Matters, including: SEC Report; SRC President update

CRT/2023/31.1. Rector update

Court noted Paper 8a – Rector's report which provided an update on the issues that the Rector had been dealing with since the last Court meeting.

CRT/2023/31.2. SRC update

The SRC President reported that the Advice Centre continued to see a rise in the number of students seeking support for appeals or conduct issues, particularly from international students. This had led to an increase in the resource required to support this activity. It was also noted that elections were due to take place in March.

CRT/2023/31.3. Student Experience Committee

Court was informed that the Student Experience Committee had met recently and noted that there had been discussions in relation to annual PGR update, Cost of living and the Student Experience strategy.

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

CRT/2023/32. Reports of Court Committees

CRT/2023/32.1 Finance Committee

Gavin Stewart, chair of the Committee, outlined the report from the meeting of the Committee which included an update on the Keystone Workshop, a petition from Glasgow Against Arms and Fossil Fuels (GAAFF). Court noted that some of these matters raised by GAAFF had previously been considered by a sub group set up by the University Court in 2019/20. The Committee had agreed that a Working Group would be established to review the petition, with a final report and recommendations being put to Court in June 2024.

Court also noted that work continued to finalise the Revolving Credit Facility (RCF) with contracts drafted and agreed 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 that pricing remained competitive. Gregor Caldow provided an update to the Court in relation to the proposed revolving credit facility agreements. Court approved:

1. the recommendation from the Finance Committee that the University secures a revolving credit facilities of £200m in total from two banks to be documented in two separate £100m revolving facility agreements from each of (i) the Bank of Scotland plc and (ii) The Royal Bank of Scotland plc) (each a **"Revolving Credit Facility Agreement"** and together the **"Revolving Credit Facility Agreements"**);
2. the appointment of the Finance Committee Chair, Vice-Chair and Executive Director of Finance to a sub-committee (the "Sub-Committee") of the Finance Committee to act on behalf of the University Court in relation to the Revolving Credit Facility Agreements, with a quorum of any meeting of the Sub-Committee being set at two members personally present;
3. delegation to the Sub-Committee all the powers of the Court required to negotiate, finalise and approve the terms of each Revolving Credit Facility Agreement with each bank; and
4. delegation to the Sub-Committee all the powers of the Court required to sign, execute and deliver all agreements, documents, certificates and instruments as the Sub-Committee shall consider necessary or desirable in relation to the Revolving Credit Facility Agreements for and on behalf of the University Court."

The report was noted.

CRT/2023/32.2 Estates Committee

Stuart Hoggan, chair of the Committee, outlined the report from the Committee which provided an update on the continued issues with the implementation of the reactive and planned maintenance contract, a further report on progress on the Keystone development and an update presentation on the Spatial Masterplan.

The report was noted.

CRT/2023/32.3 Audit & Risk Committee

Elspeth Orcharton, chair of the Committee, outlined the report from the Committee. The Committee had received the USGAAP financial statements for the year ended 31 July 2023 – these had been approved by the Finance Committee on Wednesday 24 January 2024. Court noted that the Committee approved the USGAAP financial statements for the year ended 31 July 2023.

The report was noted.

CRT/2023/32.4 IPSC

Frank Coton, chair of the Committee reported that that the Committee had covered several topics including cyber security, an update on the Investment Plan, a presentation on strategic alignment, and a review of the programme/project reports. IPSC had also 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 collaborate with the business continuity team on an upcoming exercise planned for March 2024.

It was also noted that IPSC had discussed changes to the Investment Plan. The November IP position was £670m (to 35/36) and the January IP forecast was £691m (to 37/38), an increase of £21m. The increase was mainly due to three factors: Agresso support/migration costs, support for the timetabling system, cost of portfolio tool.

The report was noted.

CRT/2023/32.5 Nominations Committee

Nicola Dandridge, chair of the Committee, outlined the report from the Committee, highlighting that the Committee was responsible for the appointment of the Convener of Court, Co-opted Members of Court and Committee members. Court also noted the detailed the process for the recruitment and appointment process for External Committee members and Co-opted members of Court.

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

The report was noted.

CRT/2023/32.6 Health Safety and Wellbeing Committee

Court noted the report and no substantive items were raised.

CRT/2023/33. Senate Matters

Court noted the report from the Senate meeting held on the 12 December 2023 and 1 February 2024. The Clerk of Senate outlined the key areas which included an update on REF 2028, University Sustainability Strategy, Student Experience Strategy, Library Report 2022-23,

Senate Effectiveness Review, Estates Strategy, Research Strategy and Colleague Engagement Survey.

The Convener of Court thanked the Clerk of Senate for the update.

CRT/2023/34. Complaints Handling Procedure Annual Report 2022-23

Court noted the Paper 11 – Complaints Handling Procedure Annual Report 2022-23 which covers dissatisfaction about service delivery. It was noted that 2022-23 was impacted by the accommodation crisis and related admissions decisions, continuation of Industrial action and the addition of a Marking and Assessment boycott (MAB) to previous strike activity (which resulted in class cancellations).

A continuing theme which had also been apparent in previous years was cases regarding the PGR student 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 complainant; this includes lack of, unclear or incorrect communication as well as communication mode or tone.

Court noted the report and suggested that the report should be shared more widely with Committees of Court to see if any wider lessons could be learned from the data.

CRT/2023/35. Any Other Business

CRT/2023/35.1 Court members

Court noted that Lady Rita Rae's current term of office as Rector was due to end on 31 March 2024. Lady Rae had been on Court since April 2021 as the Rector and during that time had been on the Student Experience Committee.

Court recorded its thanks to Lady Rita Rae for her contribution and dedication to the University as the Rector over the last 3 years.

CRT/2023/36. Date of Next Meeting

The next meeting of Court will be held on Wednesday 17 April 2024 at 2pm. A Pre-Court briefing will take place at 12pm.

Court Context Card 17 April 2024 - Annual Research UpdateSpeaker **Professor Chris Pearce****Paper Description** Research Annual Update*Topic last discussed at Court* Jun-23*Court members present* N/A*Cost of proposed plan**Major benefit of proposed plan**Revenue from proposed plan**Urgency* High*Timing* Immediate*Red-Amber-Green Rating* Green*Paper Type* For information and discussion**Paper Summary**

Court last received an update in June 2023 and this paper provides a brief update on research performance before describing some of the major and current issues in the sector related to research, as well as our response to them. In addition, there is a focus on Research Environment since this was a key topic described at the Court Strategy Day in 2023; a brief description of the initiatives we are undertaking is included. This is not an exhaustive description but hopefully a useful summary of the key issues.

The University's Research Strategy was published in 2020. It acknowledges that the Research, Development and Innovation landscape is changing, and the University must evolve in order to thrive. It's a values-based strategy, focusing on how we do our research.

The Research Strategy has a simple message: by working in teams, building on each other's ideas and making Glasgow the best place to develop a career, our research transforms lives and changes the world.

Topics to be discussed As Court wishes*Action from Court* to note the report*Recommendation to Court* N/A**Relevant Strategic Plan workstream****Most relevant Primary KPI it will help the university to achieve****Most relevant Secondary KPI it will help the university to achieve****Risk register - university level** SMG006, SMG008, SMG001, SMG026**Demographics***% of University* 100% students**Operating stats** N/A*% 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 17 April 2024 - Update on the Student Experience Strategy and Action PlanSpeaker **David Duncan/Jonathan Jones****Paper Description** Update on the Student Experience Strategy and Action Plan**Topic last discussed at Court** Apr-23**Court members present** N/A**Cost of proposed plan****Major benefit of proposed plan****Revenue from proposed plan****Urgency** High**Timing** Immediate**Red-Amber-Green Rating** Green**Paper Type** For information and discussion**Paper Summary**

Court last received an update in April 2023 and Paper 5 outlines the progress made on the strategy and action plan.

The University's Strategy, "2025 – World Changers Together", makes a commitment to transform the student experience and prepare students to lead successful future lives and careers. Our first Student Experience Strategy (SES) expands on this, informing how we will provide students with fulfilling, rewarding, and enriching co-curricular experiences, in support of and complementing the work of the Learning and Teaching Strategy. More information is available via our recently launched student experience "web hub" at www.glasgow.ac.uk/studentexperience, supporting both staff and students to find out more, comment and engage.

Since our last report in April 2023, a delivery roadmap (Appendix 1), informed by specifically developed prioritisation criteria, has guided individual project business case development, enabling each project to access the required funds from £3.5m ringfenced strategic investment. Amongst other things, each project business case must identify the benefits it will deliver, how and when, specifying the metrics that will be used to evaluate success and its potential for long-term operational delivery.

This is overseen by the Student Experience Committee and the SES Delivery Board, guided by Operational and Student Organisation Consultation groups.

The remaining business cases will be researched, developed, and come forward for a funding decision. Thereafter all "live" projects will roll into delivery, with pilots lasting up to July 2025 or 2026, depending on scale and complexity.

Topics to be discussed As Court wishes**Action from Court** to note the report**Recommendation to Court** N/A**Relevant Strategic Plan workstream****Most relevant Primary KPI it will help the university to achieve****Most relevant Secondary KPI it will help the university to achieve****Risk register - university level** SMG006, SMG008, SMG001, SMG026**Demographics****% of University** 100% students**Operating stats** N/A**% 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**



1. Background

The University’s Strategy, “2025 – *World Changers Together*”, makes a commitment to transform the student experience and prepare students to lead successful future lives and careers.

Our first Student Experience Strategy (SES) expands on this, informing how we will provide students with fulfilling, rewarding, and enriching co-curricular experiences, in support of and complementing the work of the Learning and Teaching Strategy.

More information is available via our recently launched student experience “web hub” at www.glasgow.ac.uk/studentexperience, supporting both staff and students to find out more, comment and engage.

2. Delivering our plan

Since our last report in April 2023, a delivery roadmap (Appendix 1), informed by specifically developed prioritisation criteria, has guided individual project business case development, enabling each project to access the required funds from £3.5m ringfenced strategic investment. Amongst other things, each project business case must identify the benefits it will deliver, how and when, specifying the metrics that will be used to evaluate success and its potential for long-term operational delivery.

This is overseen by the Student Experience Committee and the SES Delivery Board, guided by Operational and Student Organisation Consultation groups.

During 2023, our first year of planning and implementation:

- Eight project business cases have been developed and approved, two for each of our four pillars (Appendix 2)
- All approved projects commenced delivery and are in various states of implementation (Appendix 3)
- £2.5m of funding has been allocated, funding pilots for each approved project up to July 2025 or July 2026
- £1m of funding remains with six projects coming forward for approval in the first half of 2024 (Appendix 2)
- Five of the originally suggested projects are currently on hold. Reasons include investment being delivered via other routes or on-going operational enhancement, or they have a dependency on other strategies.

The progress has been achieved by two SES staff working with eight project sponsors, over 100 business case authors and contributors, plus over 70 Project Working Group members.

Our pillars and projects:

Opportunity	Wellbeing
<ul style="list-style-type: none">• Club & Society Improvement• Careers, Employability & Opportunity Transformation• Volunteering Opportunities• PGR Experience• <i>Recognising & Rewarding Achievement TBC</i>	<ul style="list-style-type: none">• NHS Partnership• Disabled Student Alt Format Learning Materials• Student Wellbeing Enhancement• <i>Student Safety Enhancement TBC</i>• <i>Conduct & Complaint Reporting Review TBC</i>

Inclusion & Belonging	Physical & Digital Foundations
<ul style="list-style-type: none">• Induction & Transitions Development• Residence Life Reimagined• Community “Super-project”• Diversity & Inclusion Expansion• <i>Reach Out Ph. 2 TBC</i>	<ul style="list-style-type: none">• EcoHub• TechBar• St. Org Facility Improvement Feasibility• <i>St. Org/UofG Life App Development TBC</i>

3. Next steps

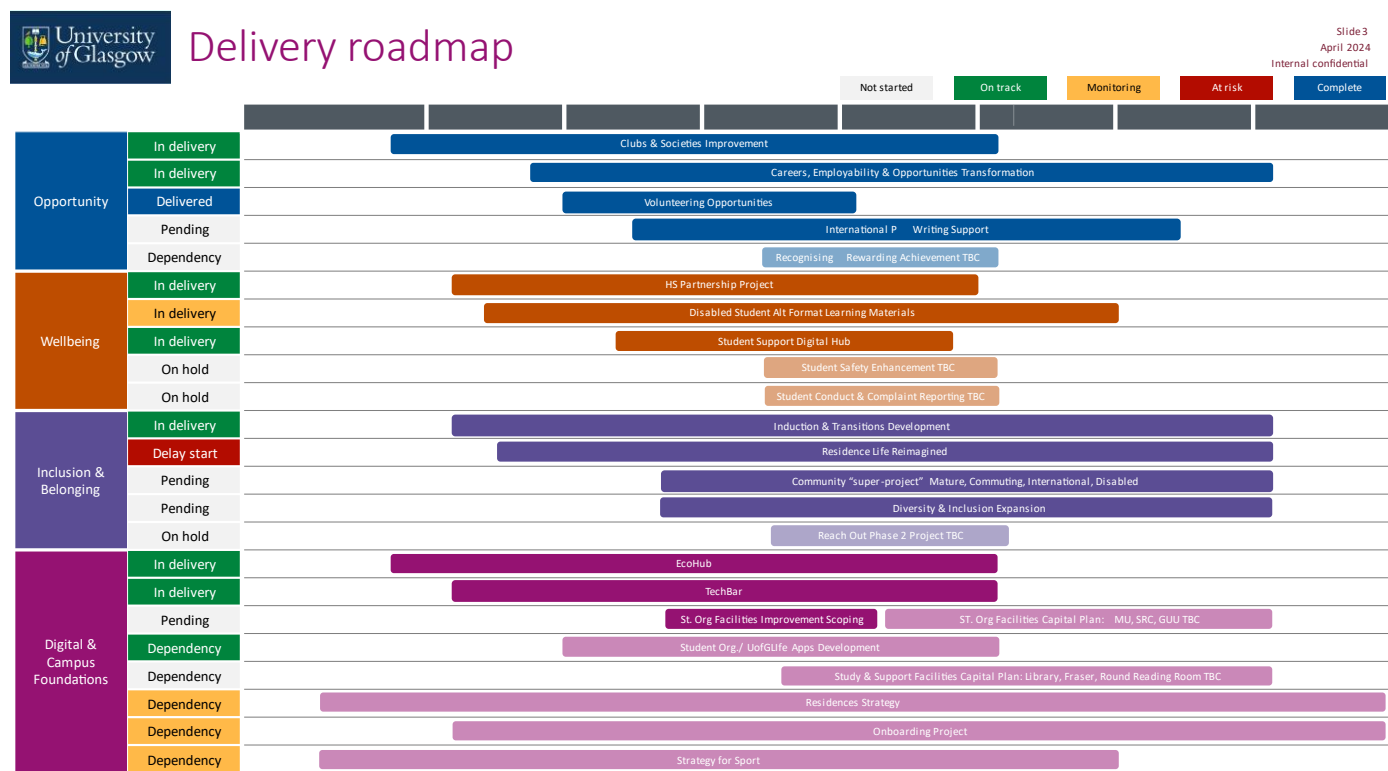
The remaining business cases will be researched, developed, and come forward for a funding decision during the first six months of 2024. Thereafter all “live” projects will roll into delivery, with pilots lasting up to July 2025 or 2026, depending on scale and complexity.

At point of review, each project will be evaluated against the benefits and metrics identified and a decision made on embedding operational investment to sustain the activity or provision.

Communication and engagement will be increased over the coming months to engage staff and students in the strategy, providing opportunity for comment and feedback, as well as suggestions for future initiatives.

More information is available at www.glasgow.ac.uk/studentexperience. Alternatively, please contact Jonathan.jones@glasgow.ac.uk with any questions.

Appendix 1



Revised roadmap, including linked strategies and projects, with pilot duration indicated. This is kept under regular review and will continue to evolve.

Appendix 2

Business Case progress

Slide2
April 2024
Internal confidential

Business Case timing	Project/Review	Benefit realisation from
April / May 2023	EcoHub Project	
	Clubs & Societies Improvement A	
June / July 2023	HS Partnership Project	
	TechBar Project	
August / Sept	Induction & Transitions Project	
	Disabled Student Learning Provision Project A	
October 2023	Residence Life Reimagined Project	
November 2023	Careers, Employability & Opportunity Transformation A	
January 2024	Volunteering Opportunities Project	
	Student Support Digital Hub Project	
	Conduct & Complaint Reporting Review	
	St. Org./UofGLife Apps Development	
	Recognising Rewarding Achievement Project	
	Reach Out Phase 2 Project	
	Student Safety Enhancement Review	

Court Context Card 17 April 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 February 2024	
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"> Admissions Update Horizon Europe - Support for Colleagues Higher Education Developments/Political Update Restrictions to visa routes SFC Indicative Funding Allocations University Rankings SMG appointments Key activities Senior Management Group business 	<p>High level of uncertainty remains around the recruitment position for 24/25 and the report presents PGT forecasts based on two alternative assumptions. The forecasts are shown in relation to the two budget scenarios previously presented to Court and Finance Committee</p> <p>Summary of support arrangements for colleagues applying for Horizon funding, including information workshops, maximising use of existing networks, creation of new UofG fund to support collaboration activities, and a review of international research support arrangements to ensure planned actions are well aligned with our international research ambitions</p> <p>Update on the Skilled Worker Visa route, which has changed from 4 April 2024, with changes to salary thresholds and the abolition of the Shortage Occupation List. I also provide an update on the Migration Advisory Committee's rapid review of the Graduate Visa route, commissioned by the Home Secretary</p> <p>Awaiting indicative funding allocations from SFC, following confirmation of £28.5m reduction in Higher Education resource funding for 2024/25</p> <p>THE World Reputation Rankings - 114th; QS World Subject Rankings - 23 out of 43 subject areas ranking in the top 100 in the world</p> <p>DVC reappointments confirmed to 30 Sept 2029; interviews to be held in May to identify new VP/Head of College of Science & Engineering (indicatively from January 2025); consultation underway on reappointment of Professor Iain McInnes as VP/Head of College of MVLS for a second term; appointment of Professor Graeme Roy as Assistant VP in the Principal's Office</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 17 April 2024

Principal's Report

Items A: For Discussion

1. Admissions Update

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



2. Horizon Europe – Support for Colleagues

At the last Court meeting, I was asked how the University is supporting colleagues to ensure we can maximise the opportunity offered by the UK's association to Horizon Europe. To take advantage of association, Glasgow researchers are being supported to reengage with existing collaborative networks and to join and/or form new networks. The International Research Funding team are running information workshops on Horizon Europe possibilities. We are also using our European networks, notably The Guild and CIVIS, to explore opportunities and ensure our European partners are considering us when building consortia. External Relations have launched a Horizon Europe Network Seed Fund to support collaborative activities.

In addition, we recognise that Horizon Europe applications are typically much more complicated than for domestic research funding and our ability to fully support colleagues with Horizon Europe applications is a recognised risk. This is exacerbated by changes of personnel in the International Research Funding team.

We will be undertaking a review of International Research Support over the coming months. This will review the current support for international research and make recommendations to best position us to attract international research funding, with a primary focus on Horizon Europe. In the short term, pre-award support capacity (relating to review and submission of applications and acceptance of grants) is expected to increase by almost 50%, primarily through increased investment. The project scope is:

- International research development, including horizon scanning, consortia building and promotion of our research and researchers
- Pre-award (review and submit applications and accept awards)
- Costings (support for budget preparations)
- Project management
- Post-award finance and reporting

The review will ensure our planned actions are aligned to our global research ambitions and our international research connections. I am happy to answer any questions Court members may have.

3. Higher Education Developments and Political Update

Restrictions to Visa Routes

Skilled Worker Visa Route

Court may remember that in December 2023 the UK Government announced a ‘five-point plan’ to lower net migration. This included an increase to the minimum salary and ‘going rate’ thresholds for the Skilled Worker Visa route, as well as abolishing the Shortage Occupation List. All of this is part of a wider package of immigration rule reform and immigration fee increases. On 14 March 2024, the Home Office published the associated Statement of Changes to the immigration rules and confirmed the Skilled Worker visa rules would take effect from 4 April 2024. The increase in minimum salary thresholds will impact on our ability to recruit and sponsor Lab Technicians, Researchers, Technical Assistants, Small Animal Hospital Junior Assistant Clinicians and Native Language Teachers on grade 6 and the lower salary scale points of grade 7. In addition, the Shortage Occupation List will be replaced with a more restrictive Immigration Salary List. Veterinarians were previously included on the Shortage Occupation List but are no longer featured on the Immigration Salary List, which will have an impact specifically on the Small Animal Hospital.

Colleagues in People & Organisational Development are working through the impact on 319 colleagues currently sponsored by the University as skilled workers on grade 4-10, but it is expected those colleagues will be able to use transitional arrangements when extending, changing employment or applying for settlement (these transitional arrangements will be in place until April 2030). It is anticipated that most colleagues will meet the transitional thresholds. P&OD colleagues are currently assessing each situation on a case-by-case basis and those colleagues will be communicated with at the earliest opportunity. Further discussions will continue with SMG and P&OD colleagues to establish how best to mitigate the impact of these changes and the wider challenges associated with the current hostile approach to immigration taken by the Home Office.

UK Migration Advisory Committee (MAC) Review of Graduate Visa Route

The MAC was formally asked by the Home Secretary on 11 March to conduct a ‘rapid review’ of the Graduate visa by 14 May. This is an unsponsored visa route which allows students having completed a course of study to remain in the UK for two years after graduation (three years if they have completed a PhD). In a letter to the MAC Chair, Professor Brian Bell, the Home Secretary raised concerns about the potential for abuse and exploitation of the immigration system. He

signalled his wish for the review to ensure ‘that some of the demand for study visas is not being driven more by a desire for immigration rather than education.’ The sector has outlined while there is a very small minority of university applicants who abuse the visa system in the UK, steps are being taken to address this, and a crackdown on the Graduate Visa Route will only seek to disadvantage our universities and those international applicants who wish to come to the UK to have a world-class educational experience. The sector has collectively pointed to a number of concerns with the MAC rapid review, particularly the fact that there are differing funding models across the UK and the data presented in the MAC’s report in December 2023 is not representative of the sector in Scotland, with smaller differences between different categories of universities.

Scottish HE Minister Graeme Dey met with the Chair of MAC and outlined the concerns from Scotland’s perspective, particularly the complex migratory and demographic challenges which would be further exacerbated if the Graduate Visa Route was restricted. The Deputy VC External Engagement has also engaged with Minister Dey, the MAC Chair and with sector bodies to outline Glasgow’s position. The sector has pointed to the incredibly tight timeframe for the review which does not allow for a fair period of consultation, however it is welcome that the MAC’s Chair has articulated the scope of Review will focus on only a few core factors and will look at the legal definition of abuse of immigration rules (rather than any broader political definition). The University’s engagement on the MAC Review will continue to focus on the huge value of the Graduate Visa Route for universities and the significant benefits brought to the UK by international students. We are also highlighting our concern about the increasingly hostile approach taken towards international students and noting any further changes to student immigration rules are likely to have a huge financial impact on the HE sector in the UK, and will be felt disproportionately in Scotland due to the funding model for universities.

Items B: For Information

4. SFC Indicative Funding Allocations 2024/25

At the April Court meeting I would normally report to Court on SFC’s indicative funding allocations for the following academic year. Court will recall at the previous meeting I reported a £28.5m reduction in Higher Education resource funding for 2024/25, with no confirmation from Scottish Government as to how this would be implemented (other than a likely reduction of approx. 1200 Home student places across the sector which were provided as part of temporary budget uplifts linked to Covid SQA outcomes). There have been several engagements between Universities and SFC over the past several weeks regarding funding allocations, and we understand that indicative allocations should be published later than normal, in mid-April. I will update Court further at the meeting if we have indicative allocations by then.

5. University Rankings

Times Higher Education 2023 World Reputation Rankings

On 13 February, the THE World Reputation Rankings were published. Glasgow’s position has dropped seven places to 114th globally in this league table, which is compiled from the results of

a worldwide survey of academics and scholars who are asked to list the top institutions in the world for research and teaching quality in their own disciplines.

The University's work in reputation management is ongoing and we will be considering via our League Table Action Group whether we can target our efforts in specific disciplines to raise our profile further.

QS World Subject Rankings

On 10 April, the 2024 QS World University Rankings by Subject are due for publication. These rankings detail performance across five broad areas, and in individual subjects. With 23 out of 43 subject areas ranking in the top 100 in the world, the results again demonstrate the global reputation of the University across a broad range of subject areas.

Notable highlights from this year's World Subject Rankings results include:

- Of the five broad subject/faculty areas, the University maintains three in the world top 100: Life Sciences & Medicine; Arts & Humanities; and Social Sciences & Management.
- Life Sciences & Medicine is our best performing subject area, placing 50th in the world.
- Arts & Humanities has fallen 12 places but remains 71st in the world.
- Social Sciences & Management has risen eight places to 90th in the world.
- Our top subjects are Anatomy (15th), Veterinary Science (=18th), English (=31st), Library Management (32nd) and Archaeology (43rd).
- The University has eight subjects in the top 50:
 - Anatomy & Physiology
 - Archaeology
 - Education
 - English Language & Literature
 - Library & Information Management
 - Medicine
 - Veterinary Science

6. Senior Management Group Appointments

At the last meeting, I informed Court that I was in the process of consulting SMG and other senior colleagues on the reappointment of Professor Frank Coton, Rachel Sandison and Dr David Duncan as Deputy Vice Chancellors. These reappointments have been confirmed for a further four-year term, to 30 September 2029.

Interviews are to be held in May to identify Professor Dame Muffy Calder's successor as Vice Principal/Head of College of Science and Engineering, indicatively from 1 January 2025.

Professor Iain McInnes' term of office as Vice Principal/Head of College of MVLS is due to end later this year and Iain is willing to be considered for a second term. I am consulting with SMG and MVLS College Management Group colleagues regarding his reappointment.

Although not an SMG appointment, Court may wish to note that I have appointed Professor Graeme Roy as Assistant Vice Principal in my office for two years. Professor Roy is Professor of Economics in the Adam Smith Business School and Dean of External Engagement/Deputy Head of College in the College of Social Sciences. He will continue in these roles, and as AVP will assist me in my work in government and political relations in particular where there is an economic policy aspect. This will be particularly important in a general election year.

7. Key activities

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

Academic Development and Strategy

- 4 March: Internal meeting regarding next phase of James McCune Smith PhD Scholarships & Development Programme
- 11 March: CREATE (Centre for Regulation of the Creative Economy), School of Law – I spoke at an event to celebrate CREATE’s new five-year AHRC infrastructure award
- 15 March: Meeting regarding UofG VR/XR developments, with College of Arts & Humanities and SMG colleagues
- 9 April: Senate

Internationalisation Activities

- 8-17 February: I led a large UofG mission to India. I spoke on the theme of international partnerships at the QS Summit in Chennai, and led a wide range of activities in Bangalore, Pune, Mumbai and Delhi. The mission was coordinated with the recruitment cycle in mind, with strong engagement opportunities with prospective students and their families, as well as meetings with partner organisations to explore collaboration opportunities.
- 22 February: Chaired CIVIS Board of Rectors Meeting
- 2 April: Briefing Meeting with U21 ahead of the Presidential Symposium in Hong Kong. I am chairing a session at U21 in May on the network’s future strategy
- 9 April: India mission debrief meeting

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 19 February: USS Investment Committee Meeting
- 19 February: USS Trustee Board Meeting
- 23 February: USS Investment Committee – Valuation Workshop 2024
- 13 March: USS Investment Committee Meeting
- 20 March: USS Liverpool Open House Meeting
- 20 March: USS Directors Dinner
- 21 March: USS Trustee Board Meeting. This was my final full USS Board meeting, as my term on the Board has come to an end on 31 March.

- 28 March: USS Board Briefing

Other external engagement

- 21 February: Meeting with Tim Bradshaw, CEO of Russell Group
- 21 February: Dinner at Guildhall to celebrate the Queen's Anniversary Prize winners
- 22 February: Queen's Anniversary Prize Award Ceremony at Buckingham Palace. The prize was awarded to UofG for the work of the Centre for Robert Burns Studies
- 22 February: Discussion on current issues affecting the sector with Universities UK Vice Chancellors
- 26 February: Royal Economic Society – Income Growth Working Group Meeting
- 1 March: Hosted lunch to introduce new Chair of NHS GGC to senior colleagues
- 5 March: I hosted Dr Tedros Adhanom Ghebreyesus, Director General of World Health Organisation, and former PM Gordon Brown. Dr Tedros gave a public lecture and was awarded an honorary degree
- 7 March: Roundtable with Scotland Office and Glasgow City Region marking 10 years of the Glasgow City Deal, as part of scoping work to evaluate impact of City Deals on regional economic development
- 12 March: I spoke at a Productivity Commission Event, with the National Institute of Economic and Social Research. I acted as discussant to a report by Catherine Mann, External Member of the Bank of England's Monetary Policy Committee
- 13 March: Chaired Royal Economic Society Board Meeting
- 22 March: Universities Scotland Roundtable with Matt Western MP, Shadow Education Minister and Pam Duncan-Glancy MSP, Labour Shadow Cabinet Secretary for Education.
- 22 March: Meeting with the Scottish Government Permanent Secretary and Glasgow City Region and Edinburgh City Region Economic Development officials
- 22 March: Meeting with Principal of Queen Margaret University, Edinburgh
- 22 March: Chaired Royal Economic Society Council Meeting
- 25 March: Russell Group Board meeting with UCEA Chief Executive
- 26/27 March: I chaired a development session for a group of UUK mid-career Vice Chancellors
- 28 March: Meeting with Vice Chancellor of Cardiff University
- 5 April: Introduction meeting with Claire McPherson, Director, Universities Scotland

Internal activities and Communications and Alumni events

- 19 February: Campaign Celebration Dinner London – celebration of philanthropy with supporters of UofG and External Relations colleagues
- 28 February: I hosted a drinks reception for colleagues and external guests to celebrate the Queen's Anniversary Prize, which was awarded to the Centre for Robert Burns Studies
- 6 March: I gave the introduction at a panel for International Women's Day on menopause and menstrual health in the workplace. This was arranged by colleagues in the Adam Smith Business School, with an audience of staff and external participants
- 8 March: Government Relations Group meeting
- 18 March: Chaired UofG Equality and Diversity Strategy Meeting
- 28 March: I recorded a video message for the purposes of major donor stewardship

- 5 April: Government Relations Group Meeting
- 9 April: League Table Action Group

8. 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 20 February

- April/May Exams
- Admissions
- Scottish Government International Education Strategy
- SRC Executive – discussion of priorities
- Colleague Engagement Survey
- Department for Science, Innovation & Technology AI Infrastructure Initiative

SMG Meeting of 26 February

- April/May Exams
- UofG Delegation to India
- Horizon Europe
- SFC Additional Research Funding
- UKRI Chief Executive
- University Budget 2024/25
- Substance Abuse and Harm Reduction Initiative
- Queen's Anniversary Prize
- Technician Commitment

SMG Meeting of 4 March

- April/May Exams
- Election of Rector
- Freedom of Speech
- Director General of World Health Organisation – Honorary Degree
- Scotland Europa/Scottish Universities & Research Group in Europe Meeting, Brussels
- Scottish Health & Biomedicine Institute
- Internet Outages
- Colleague Engagement Survey
- Universities UK Meeting – report

SMG Meeting of 11 March

- April/May Exams
- Election of Rector
- Universities Scotland Lead for Health
- MoU with Glasgow City Government
- Policy for Offer Holders with Unpaid Deposits

- International Medical Students and Additional Cost of Teaching (ACT) Levy

SMG Meeting of 19 March

- Migration Advisory Committee (MAC) Review of the Graduate Visa Route
- SFC Funding Allocations
- Shadow Board update
- Transformation update
- Salary Threshold Changes – Skilled Worker Visa Route
- Survey – Marking and Assessment Boycott
- SFC Review of Policy Frameworks
- Political Engagement

SMG Meeting of 25 March

- Glasgow City Investment Zone – Proposed Portfolio Submission
- MAC Review of Graduate Visa Route
- REF2029 Developments
- SFC Outcome Agreements
- UofG Offer Holders Event
- Events with CIVIS partners – Civic Reception

SMG Meeting of 2 April

- Graduates Who Teach – final report and recommendations
- REF 2029: Support for Panel Members
- Social and Public Health Sciences Unit – update
- UofG Mandatory Training
- Installation of Rector

SMG Meeting of 8 April

- Service Excellence
- Social and Public Health Sciences Unit – further update
- SMG Away Day
- The Herald Higher Education Awards

Court Context Card 17 April 2024 - University Secretary's Report

Speaker	Dr David Duncan
Speaker role	COO and University Secretary
Paper Description	For information / items for approval; items for discussion if Court wishes
Topic last discussed at Court	Last report was to Feb 2024
Urgency	High, Medium & Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information

Paper Summary

Report from Secretary on a number of items for Court's discussion/decision and/or information. A brief outline of the key points is outlined below.

A1 Court Effectiveness Review – Autumn 2023

It was agreed at the last Court meeting that an action plan for the recommendations in Court Effectiveness Review report would be presented to the next Court meeting following discussion by the Court Governance Review. The action plan is attached as **Annex 1**. Court is **asked to approve the action plan** and if in agreement, invite the Court Governance Review (CGR) working group to oversee implementation of the recommendations and action plan.

A2 Standing Orders

Court's **approval of the updated Standing Orders** to reflect the 2016 HE Governance Act is sought following review as part of the Court Effectiveness Review which is attached as **Annex 2**

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

Following the recent election Dr Ghassan Abu-Sittah was elected as the Rector from 1 April 2024 until 31 March 2027.

B2 SRC Election

To note the outcome of the recent SRC elections.

B3 Organisational Change

Court is **asked to note the proposals**. The University Secretary will also provide an update at the meeting.

B4 New and continuing Court members and Sub Committees

The paper provides an update on Sub committee appointments.

B7 Gender Representation Objective

To note the report in **Annex 3**

B10 CIVIS European University Alliance

Annex 6 contains information on the CIVIS Alliance Agreement and a Legal Entity Agreement. Court's **approval of the formal agreements is sought**.

B11 Ordinance 211 – General Council Membership

The final version of Ordinance is attached as **Annex 7**, together with the current Ordinances for reference purposes. Court's **approval is sought for the Ordinance to be submitted** to the Privy Council via the Scottish Government.

Topics to be discussed**Action from Court**

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

to approve the action plan and that if in agreement, invite the Court Governance Review (CGR) working group to oversee implementation of the recommendations.

to review and approve Annex 2 which outlines the updated Standing Orders

to approve the signing of the formal agreements in relation to the CIVIS Alliance Agreement

to approve submission of Ordinance to the Privy Council via the Scottish Government.

Recommendation to Court

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 to

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 17 April 2024

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Court Effectiveness Review – Autumn 2023

It was agreed at the last Court meeting that an action plan for the recommendations in Court Effectiveness Review report would be presented to the next Court meeting following discussion by the Court Governance Review. The action plan is attached as **Annex 1**.

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

A.2 Standing Orders

As part of the Court Effectiveness Review, the Court Office worked with the legal team to review the Standing Orders and ensure they complied fully with 2016 HE Governance Act. Following the review, it was noted that the removal of Court members did not meet the conditions set out in the Act <https://www.legislation.gov.uk/asp/2016/15/section/13/enacted>. The Court Officers have reviewed the suggested changes and the updated Standing Orders is attached as **Annex 2**.

Court's **approval of** the updated Standing Orders to reflect the 2016 HE Governance Act is sought.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Rector's Election

Following the recent election Dr Ghassan Abu-Sittah was elected as the Rector from 1 April 2024 until 31 March 2027.

B.2 SRC Election

The following candidates were successful in the Spring 2023 SRC elections and will take up sabbatical officer posts on 1 July 2024:

President: Pablo Moran Ruiz
 VP Education: Heri Busquier Cerdan
 VP Student Support: Iris Duane
 VP Student Activities: Angelica Wilson

B.3 Organisational Changes

The Organisational Change Governance Committee (OCGC) met in February 2024 to discuss the proposed change within the Court Office. There is an increasing demand and

pressure on the Court Office; the additional roles would allow the Secretary and Clerk of Court to delegate more activities and support for the Court Committees and Home Office Licensing work.

The Organisational Change Governance Committee (OCGC) will also meet later this week to discuss the following proposals:

Transformation Team – given the resetting of the service and University's ambitions for the programme, it is the right time to amend the existing team structure. A total of 4 roles will be made redundant but staff may be eligible to be considered for one of the 5 new roles.

MVLS Finance Office – the finance staffing structure within MVLS College Services needs to be repurposed to be able to support the College/University ambitions and operational requirements. The proposal is to create two distinct functions in the staffing structure and will lead to the creation of 6 new roles within the finance team; the current roles of 2 existing members of staff will no longer exist in the new structure but they may be eligible to be considered for one of the new roles.

Academic Services – by removing the additional leadership layer, Academic Services will mirror the organisational structure in Student Services with one leadership post affected.

Social and Public Health Sciences Unit (SPHSU) – a review is currently being undertaken within SPHSU as a result of funding model changes that have been notified by the Medical Research Council. This is at the early stages of discussion at present.

The University Secretary will provide an update at the Court meeting following the OCGC meeting. Formal consultation with the Trade Unions will commence if OCGC approves the recommendations.

Court is **asked to note the proposed** changes.

B.4 *New and continuing Court members and Sub Committees*

The Nominations Committee is due to approve the following re-appointments at its next meeting on 10 April 2024:

Martin Glover – People and Organisational Development Committee for a second term from Jan 2024 to Dec 2026 (8 years total term).

Kenny Robertson – Information Strategy and Policy Committee for a second term from June 2024 to June 2028 (8 years total term).

Formal approval of the appointments will be requested by the Nominations Committee as part of Item 9.8 – Nominations Committee Report.

B.5 *Court Strategy Day 2024*

The Strategy Day is scheduled for Tuesday 24 September and the programme for the day is currently being drafted. If Court members have any suggestions, please email the Clerk of Court.

B.6 *Head of School*

College of Arts and Humanities

Head of the School of Modern Languages and Cultures

Professor Stephen Forcer has been re-appointed as the Head of the School for a further year until 31 July 2025.

College of Science and Engineering

Head of the School of Chemistry

Professor Justin Hargreaves has been re-appointed as Head of the School until July 2026.

Head of the School of Computing Science

Professor Simon Gay has been re-appointed as Head of the School until July 2026.

Head of the School of Physics and Astronomy

Professor David Ireland has been re-appointed as Head of the School until July 2026.

College of Medical, Veterinary and Life Sciences

Head of the School for Infection and Immunity

Professor Julia Eggar has been appointed as the Head of the School for four years from 1 April 2024 for 4 years.

B.7 Gender Representation Objective

Annex 3 is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018. At present non-excluded lay Court members are 50% female against a target of 50%.

B.8 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.

Annex 4 provides a brief updated on key areas of activity; a full presentation will take place at the next Court meeting.

B.9 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 5**.

B.10 CIVIS European University Alliance

In December 2020, the University entered into CIVIS European University Alliance. The University of Glasgow is an associate member of CIVIS - a European Civic University. CIVIS is a multicultural and multilingual European Civic University formed by the alliance of leading higher education institutions across Europe. The CIVIS alliance has been selected as one of the first 17 pilot European Universities and is funded by the EU through the European Universities initiative under the ERASMUS+ programme. It brings together eleven research-lead and civically engaged Universities across Europe and connects over 430,000 students and 63,000 members of staff (including +33,400 academics and researchers).

CIVIS aims to create a unique European inter-university space for innovative and responsible teaching, research, cultural exchanges and citizen action across Europe and Africa. The alliance aims to tackle major societal challenges of the 21st century focused on five thematic challenges.

The partnership is progressing and it is now proposed to sign an CIVIS Alliance Agreement and a Legal Entity Agreement. Legal advice has been sought and the draft agreement is attached as **Annex 6**.

Court's **approval** of the formal agreements is sought.

B.11 Ordinance 211 – General Council Membership

The composition and other arrangements in relation to, the General Council are currently governed by two Ordinances, which would benefit from some modernisation and simplification. In April 2021 Court approved a draft Ordinance in relation to the General Council membership and the Ordinance was sent out for public consultation with final confirmation received from the General Council in January 2022. The formal submission to the Privy Council was delayed whilst the University clarified and amended the University Regulations for Post Graduate Diploma students to attend Graduations without becoming members of the General Council which came into effect in Sept 2023. The final version of Ordinance is attached as **Annex 7**, together with the current Ordinances for reference purposes.

Court's **approval is sought for the Ordinance to be submitted** to the Privy Council via the Scottish Government.

Summary of Recommendations – Autumn 2023

	Recommendations	Action to be taken	Timescale
Actions taken in response to the previous effectiveness review			
1.	Review the recommendations outstanding from 2018 with a view to implementing any relevant recommendations in line with the current report.	<p>Court Office to review recommendations outstanding from 2018 Report and identify any recommendations not covered by the current report.</p> <p>Update – all outstanding actions are covered by the current recommendations.</p>	Completed
Arrangements for assurance of compliance with statutory instruments and the Scottish Code of Good HE Governance 2023			
2.	Court reviews the 2023 Code with a view to implementing any necessary changes by September 2024.	<p>Court office to review the 2023 Code working with the Deputy Secretary and Head of Legal, to identify any gaps that need addressed.</p> <p>Actions required from any gaps identified to be discussed with Court Effectiveness Working Group (CRWG)</p>	Update provided to Court at the June 2024 meeting.
Governance documentation and structural arrangements			
3.	Court considers whether the current committee structure is optimal.	<p>University Secretary to work with the Convener of Court and the Chairs of the committees of Court, including incoming Chairs for the next academic session, to draft a proposal to be put to Court on the optimal Committee structure.</p> <p>Draft proposal to be discussed by the CRWG before being put to Court.</p>	June 2024
4.	Court reviews the remits of all the committees of Court to ensure strategic consideration and avoid unnecessary duplication.	<p>Chairs of Court Committees to review the remit of their Committee to ensure that they are efficient and effective.</p> <p>Chairs of Court Committee to ensure that agendas are devised in such a way as to allow sufficient time for discussion of core strategies.</p> <p>Following approval of the optimal committee structure all</p>	Sept 2024

		committees of Court remits to be reviewed and amended as required including taking R9 into account	November 2024
5.	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.	a) Court office to work with Communications to devise a comms plan to highlight the work of Court b) Court office to prepare an annual plan for engagement opportunities with various staff and student communities for Court members	May/June 2024 For review at the Court meeting in June for implementation in 24/25
Composition of Court and Committee Membership			
6.	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).	Nominations Committee to consider this as part of the recruitment process for lay Court and committee members.	Nominations Committee to review on at the start of each session
7.	Court reviews the process for the re-election of staff members	Court Office to review best practice across the sector and draft a proposal for consideration by Court along with the rules for all the election – staff (academic and professional), Rector and Convener of Court.	Sept 2024
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.	Nominations Committee to formulate a process for the appointment and review of committee members. The review of the committee membership to take place on an regular basis.	August 2024
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.	As part of the wider Committee structure as per R3, Committee membership is reviewed in line with the 2023 Code and where possible the Court member roles to be kept broad.	Sept 2024

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.	Nominations Committee to formulate a process for the appointment and review of committee members. The review of the committee membership to take place on a regular basis.	August 2024
Court documentation and committee papers			
11.	In preparing papers and presentations for Court and its Committees authors should ensure the balance of the content is appropriate.	<p>Court Office to prepare guidelines for the authors of papers and presentations in collaboration with Court members.</p> <p>Where possible deadline for papers to be brought forward to allow more time for the Court office to review before they are issued with the Court papers.</p>	August 2024
12.	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.	Court Office to review the Cover sheet, in collaboration with Court members, to ensure more consistency across Court and Committees and prepare guidelines.	August 2024
13.	A single version of content relating to the external environment and strategic risks be produced for all relevant committees.	University Secretary to work with SMG members, Convener of Court and Chairs of Court Committee to discuss the possibility of creating a single version paper detailing the external environment and strategic risks.	Sept 2024
14.	The publication of the Court papers be reviewed in line with FOI and Data Protection legislation along with an agreed timeframe for publication.	<p>In preparation of R11 Court Office to seek guidance from the Data Protection & FOI Office on the publication of Court papers and minutes.</p> <p>Court Office to review Court Papers with the aim to publishing the Court papers within 15 working days of a Court meeting.</p>	June 2024
Induction			
15.	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.	Court Office to review the Induction Day programme inline with the 2023 Code and where appropriate amend the agenda.	Reviewed at the start of academic year

16.	Refresher events be provided, based on individual developmental needs.	Court office to identify suitable training Courses that can be shared with individual members of Court and Committees.	Reviewed at the start of academic year
17.	New members of Court with no prior experience of Board membership attend an external induction event.	Court office to identify suitable training Courses that can be shared with new Court members.	Reviewed at the start of academic year
Resources in the Court Office			
18.	Executive reviews the current staffing complement in the Court Office and considers augmenting it.	University Secretary has taken a proposal to OCGC for the restructuring of the Court Office. Currently the Court office comprises 4.5 FTE and the proposal is to move to a new structure with 5.5 FTE.	August 2024
Strategy Day			
19.	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.	Court Officers meeting to discuss agenda setting for Court and Committees	To be discussed at next Court Officers' meeting 2024

University of Glasgow

STANDING ORDERS FOR COURT AND COURT COMMITTEES

- 1 The quorum for Court shall be seven (as determined by the Universities (Scotland) Act 1889) and for its committees shall be one third of members of whom (where applicable) at least one must be a lay member of the Committee. Subject to the Court being quorate, proceedings of Court are not invalidated due to any vacancy or vacancies in its membership (including, without limitation, any vacancy occasioned by suspension of any member or members) or a defect in the appointment of any member.
- 2 A senior lay member of Court ('the Convener') shall be appointed, following an open recruitment process and election and in accordance with the provisions of the Higher Education Governance (Scotland) Act 2016, approximately a year ahead of any vacancy occurring for this position. The Convener shall undergo an annual appraisal involving a consultation with all members of Court.
- 3 The Rector shall be the ~~o~~Ordinary ~~p~~President of the Court and shall chair such parts of the Court meetings as the Court may from time to time decide.
- 4 The Convener shall chair those parts of the Court meetings not chaired by the Rector, and shall undertake all the other responsibilities expected of a chair, including: responsibility for the leadership and effectiveness of Court; and for ensuring that there is an appropriate balance of authority between Court and the Principal.
- 5 A Vice-convener may be appointed by Court, from among the lay members of Court, on the nomination of the Convener and for such period as ~~they~~~~s/he~~ may specify provided it does not exceed that lay member's term on Court. The Vice-convener will deputise for the Convener in the Convener's absence.
- 6 A Vice-chair of a Court Committee may be appointed by Chair of that Committee, from among the lay members of that Committee, and for such period as the Chair of that Committee may specify provided it does not exceed that lay member's term on Court. The Vice-chair will deputise for the Chair in the Chair's absence.
- 7 If a vote is necessary, and except where otherwise stated, the motion will be passed if a majority of those present and eligible to vote vote in favour of it, provided that the meeting is quorate. Voting shall be on a show of hands unless a secret ballot is demanded by a majority of members present. The person chairing the meeting shall have a deliberative and a casting vote. A decision of the Court will continue to be operative and binding until the Court agrees to rescind or vary that decision. Members have collective responsibility for decisions reached by the Court although any member participating in a decision is entitled to have their disagreement with the decision recorded in the minutes.
- 8 A decision of Court may also be reached by circulation of members (the decision will be carried if a majority of responding members vote in favour, providing a quorum of members have responded, and unless a greater majority is required by these Standing Orders). Normally Court members will be asked to respond within a timeframe of not less than 5 working days. However, in cases of urgency, this

timeframe may be shortened with the agreement of the Convener and/or the Principal.

9. The Court shall commission an effectiveness review of its operation every 53 years, alternating between light touch and extensive in scope, always with the assistance of an external facilitator, who shall be different on each occasion.

910 The Court shall review the remit and membership of all its Committees annually.

110 With the exception of ex-officio members:

- members should normally be appointed to Committees for terms of four years;
- no member of a Committee should normally serve for more than two terms consecutively;
- a Committee shall have the right to remove as a member of the Committee persons who do not attend meetings on a regular basis (less than 60% attendance), provided that the person whose membership is proposed for termination shall have the right to be heard in ~~their~~his/her own defence by the Committee.

124 The Nominations Committee shall recommend to Court individuals to be co-opted on to Court; it may also recommend other individuals for Court to appoint as members of its Committees. Committees may, subject to Court approval, co-opt individuals with specific expertise as members in order to deal with specialist items of business. Nominations Committee will promote equality and diversity considerations in its recruitment activities for Court and its committees; and will ~~be mindful of the sector's commitment to aim for gender balanced governing bodies at every institution, defined as having at least 40% of each gender among those members who are appointed by the governing body~~comply with the requirements of the Gender Representation on Public Boards (Scotland) Act 2018.

132 If a Committee establishes a working group, it should clearly define its remit and the timescale within which it should work. The working group should be wound up when its function has been fulfilled.

143 Court has given authority to the Conveners of Committees to take urgent action on behalf of their Committees, when necessary, between meetings. If such delegated authority is exercised, the nature of and reason for the action should be reported to the next meeting of the committee.

154 Court has given authority to the University Secretary to act on its behalf between meetings on matters of routine business. The University Secretary shall be answerable to Court for any action which ~~they~~he/she takes on its behalf and a written report shall be made to the next meeting of Court detailing any such action taken for endorsement by Court.

165 Court has given authority to the Convener, the Principal and the University Secretary to act together on behalf of Court between meetings on matters of other than routine business. These persons shall be answerable to Court for any action they take on its behalf and a written report shall be made to the next meeting of Court detailing any such action taken for endorsement by Court.

176 Committees should determine and publicise at the start of an academic year their schedule of meetings; thereafter changes to dates/times should be kept to a minimum.

187 The agenda and papers for meetings of Court and its Committees should normally be circulated not less than 7 days in advance of the meeting. Papers for Court will focus on key issues requiring Court's consideration and, where applicable, will be accompanied by a summary; if necessary, background papers will be made available on-line for reference. Papers should only be tabled in exceptional circumstances.

198 A member of Court is required to notify the University Secretary at least 2 days before a Court meeting, if the member of Court has an item or items for consideration as Any Other Business at that meeting.

~~2019 If Court believes there may be good reason to remove an individual from membership of Court, it shall delegate the matter to the Nominations Committee, which shall consider the case, hear the member's defence and make a recommendation to Court. Criteria for removal from membership of Court shall include persistent absenteeism, medical incapacity, legal impediment and breaches of the~~Members of Court must abide by the terms of the Code of Conduct for Members of Court. (Appendix A).

21 A member of the governing body nominated by a trade union who ceases either to be a member of the trade union or to be a member of staff will simultaneously cease to be a member of Court. Similarly, a member nominated by the Students' Representative Council, who ceases to be either a student member of the institution or a sabbatical officer will simultaneously cease to be a member of Court. In such circumstances the nominating trade union or Students' Representative Council should be invited to fill the vacancy.

22 If any member of Court or any other person believes that there is a good reason to suspend or to remove an individual from membership of Court, the procedure set out in Appendix B will be followed.

230 Should Court members have concerns about the way Court is operating, they should in the first place raise these concerns with the Convener. The Senior Elected Academic Member of Court and the Chancellor's Assessor have joint responsibility for receiving any concern felt by a Court member about the conduct of Court business, where the member does not wish to raise this directly with the Convener, for identifying any concerns among Court members about the conduct of Court business, and for raising these with the Convener.

241 Court shall hold 5 regular meetings plus one Strategy Day and one Induction Day in each academic year and, if business requires it, a special meeting may be called from time to time. In addition, briefing sessions may be arranged on matters of importance. The schedule of meetings of Court and of its Committees can be found on the University website at <https://www.gla.ac.uk/myglasgow/governance/dates/>

252 Court members are encouraged to consider attendance at suitable training events, which will be brought to members' attention by the Court Office. Court members are also encouraged to observe committees where they would be interested in

knowing what business the committees discuss and how the meetings are conducted.

26 These Standing orders may be amended or repealed by the Court providing that any proposed amendment or repeal is approved by not less than two-thirds of the members.

September-March 2024³

CODE OF CONDUCT FOR MEMBERS OF COURT

This Code of Conduct applies equally to all members of Court. The Court endorses the Nine Principles of Public Life in Scotland, as set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000, which incorporated the existing seven principles of public life (Nolan Principles) (see following page). In practical terms, these principles require that the Court and its members should observe the highest standards of integrity, objectivity and honesty in the transaction of all its business.

Members of Court should:-

- [observe and comply with the University's policies and procedures;](#)
- [adhere to the Nine Principles of Public Life in Scotland, as set out in the Ethical Standards in Public Life etc. \(Scotland\) Act 2000, and to the University's values with respect to equality, diversity and inclusion as defined in the University's Dignity at Work and Study Policy and Procedure;](#)
- [not act in a way which might reasonably harm the reputation of the University;](#)
- make all reasonable efforts to attend every meeting of Court. In the event of unavoidable absence, a member should inform the University Secretary or clerk prior to the meeting;
- read the papers to be considered by Court (normally circulated to members on the Wednesday prior to each meeting), consider their contents and seek any additional information or necessary clarification from the University Secretary, the convener of the committee concerned or the author of the paper;
- ensure, through the Convener, that their views relevant to an item under discussion are heard by Court;
- always bear in mind the best interests of the University;
- declare any personal or business interests which may conflict with their responsibilities to the University; leave the meeting and not participate in the decision-making process if there is a conflict of interest;
- participate in ensuring that discussions are held and decisions taken in an honest, open and objective manner and that taking sectional positions is avoided;
- when a consensus decision cannot be reached, vote objectively and dispassionately. If a member votes against a motion which is carried by the majority of those present, he/she should subsequently support the decision or, exceptionally, ask that his/her dissent is recorded. In extreme circumstances, for example if the matter is felt to be one of conscience or principle, a member may resign from the Court; and
- bring the same qualities of honesty, openness and objectivity to any work they have agreed to undertake on Court Committees or on working parties established by Court.



NINE PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

These principles were set out by the Committee on Standards in Public Life

The Scottish Code of Good HE Governance also refers to the Nine Principles of Public Life in Scotland, which, in addition to the above, refer to **Duty** and **Respect**

Public Service

Holders of public office have a **duty** to act in the interests of the public body of which they are a Board member and to act in accordance with the core tasks of the body.

Respect

Holders of public office must respect fellow members of their public body and employees of the body and the role they play, treating them with courtesy at all times.

PROCESS FOR REMOVAL OF A COMMITTEE OR COURT MEMBER

1. Any member of Court may be removed by a resolution of Court passed by two thirds of the members of Court on any of the following grounds:
 - a. inability of the relevant member to exercise the relevant member's functions or (as the case may be) the functions of membership generally (whether through medical incapacity, legal impediment (such as an unspent criminal conviction or disqualification as a charity trustee), or otherwise);
 - b. persistent absenteeism; or
 - c. breach of any condition of their appointment or of the Code of Conduct for Members of Court.
2. If any Court member or any other person believes that there are grounds for removal of any Member of Court, they may inform the Convener (or Vice-Convener, if the Convener is the subject of the allegation(s)) who shall, if they consider that there is a *prima facie* case under any ground set out above ask the University Secretary to: (i) notify Court members of the relevant allegation(s); (ii) notify the relevant member of the allegation(s), and invite them to participate in an independent investigation; and (iii) instruct an appropriate independent investigation of the matters alleged. Where necessary, the investigator will be appointed from outwith the University. The investigator will be asked to provide a written report to Court which will outline the process followed, the information gathered in their investigation, and their conclusions. The investigator will be asked to conclude their investigation within a reasonable timeframe and in a fair and reasonable manner, but may otherwise conduct such investigation as they see fit. The member under investigation will be entitled to receive, and respond to, a copy of the final written investigator's report.
3. Following receipt of the investigator's report, any written response provided by the member of Court under investigation, and conclusion of any other investigatory steps Court may agree are reasonably required (which may include hearing from and questioning the investigator and/or relevant member directly), Court will be asked to vote on a resolution for removal of the relevant member.
4. The relevant member may be suspended from membership of Court, without prejudice, pending the outcome of the investigation and until completion of the voting on the resolution, by a vote passed by two thirds of the members of Court where it is considered such suspension reasonably necessary to protect the University's community, reputation, or good governance. During any period of suspension, the relevant member will not be entitled to participate in or vote on any matters of Court.
5. The relevant member will not count in any calculation required under this process, and nor shall they be entitled to vote.
6. If the resolution to remove the relevant member is passed, they shall cease to be a member of Court. A member so removed shall have a right to seek a review of the decision of Court in order to have the resolution reconsidered or quashed. Such request for review must be intimated in writing to the Convener (or Vice-Convener, if the Convener was the subject of the allegation(s)) within 10 working days following the date of the resolution. Court will only review a decision on the following grounds:

- a. the removed member has new material evidence that they were unable, for valid reasons, to provide earlier in the process and which evidence is likely to have had a material bearing on the decision of Court;
- b. the procedures set out above have not been followed, to the material detriment of the removed member; or
- c. the decision to remove the member was clearly unreasonable.

4.7. The process for replacement of any removed member shall not commence until the completion of any review under paragraph 6 above.

Gender Representation Objective

A report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018

The Court of the University of Glasgow, being the appointing person under the [Gender Representation on Public Boards \(Scotland\) Act 2018](#) (the 'Act'), affirms that it has not yet met the gender representation objective.

Of the 24 non-executive members of the Court, 16 are currently excluded by the Act either because they are elected or because they are nominated by another person/group. At the point of publication of this report, there is currently 9 non-excluded lay members, of whom 5 are male and 4 female. This represents 50% of the non-excluded lay members being female which meets the requirement of 50% required under the Act.

Consideration of candidates (Sections 3 and 4 of the Act)

From the date of Royal Assent of the Act to the date of this report there have been 5 recruitment processes to fill lay vacancies on the University Court. Two vacancies have been filled by a female candidate.

Encouragement of applications by women (Section 5 of the Act) and Duty to take steps towards achieving objective (section 6 of the Act)

The Court and the Nominations committee understand the responsibilities set out in the Act and will continue to make appointments in accordance with the Act.

The Nominations Committee will continue to take steps to increase the female membership during the next round of recruitment for co-opted lay members in Summer of 2024. Applicants will be actively encouraged from women, using a range of online routes including: Women on Boards, Advance HE Board Vacancy Portal, Public Appointments Scotland, as well as other discipline-specific websites.

Court's commitment to diversity

The University Court has made a commitment to increasing the equality, diversity and inclusiveness of its membership more generally across all the protected characteristics in accordance with accepted principles and best practice and with equality legislation.

April 2024 Court – Sustainability Update

Contents

1. Updated emissions footprint
 - a. Taking account of all emissions areas including leased assets
 - b. Infographics
 - c. Travel Emissions trend and noting Travel Policy Working Group formed
2. Climate Neutral Estate Approach
 - a. 3 tier strategy (operational; tactical; strategic)
 - b. Update on feasibility work underway (£1.35M over 2 years)
 - c. Indicative pathway of interventions
 - d. Need for ongoing delivery, particularly at an operational level.
3. Operational Sustainability Funding (picking up point 2c above)
 - a. Sustainability Funding Paper with short term interventions identified (freezer replacement; fume cupboard upgrades; building energy setback)
 - b. Metering
 - c. Building Energy Management Systems and Processes
 - d. Space management
 - e. Staff resource
4. Risk areas
 - a. Net Zero target performance (time, scale of change, funding)
 - b. Impact of growth on emissions trajectory
 - c. Funding constraints – sector level
 - d. Utility costs
 - e. New legislation (Heat in Buildings; Heat Network Act; EPC requirements)
5. Opportunities
 - a. Renewable energy generation
 - b. Collaborations and partnerships
 - c. Land and the built environment assets

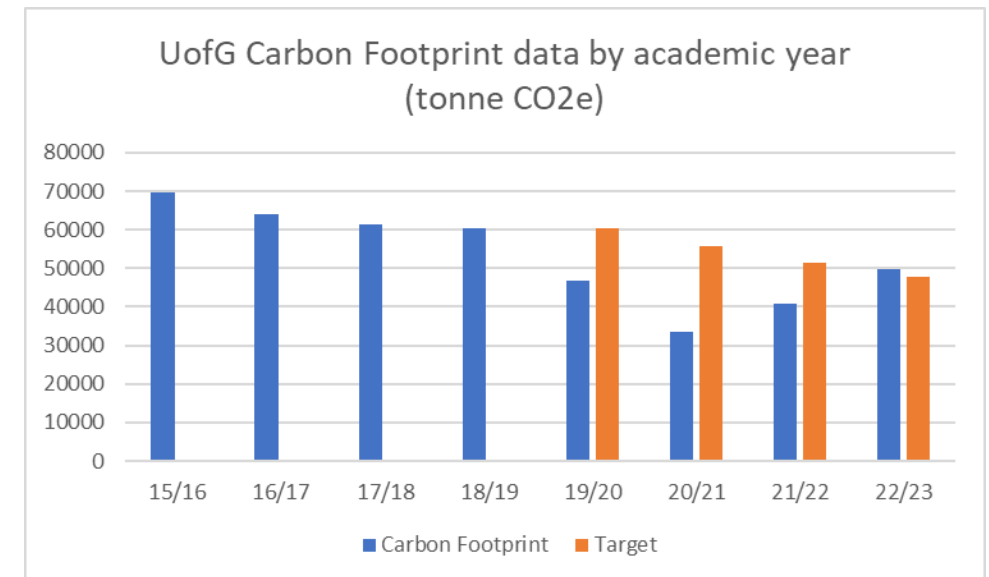
Section 1

Updated Emissions Footprint 22/23

Now including new data for major 'in-scope' emissions and consumption areas and comparing against previously reported 22/23 emissions

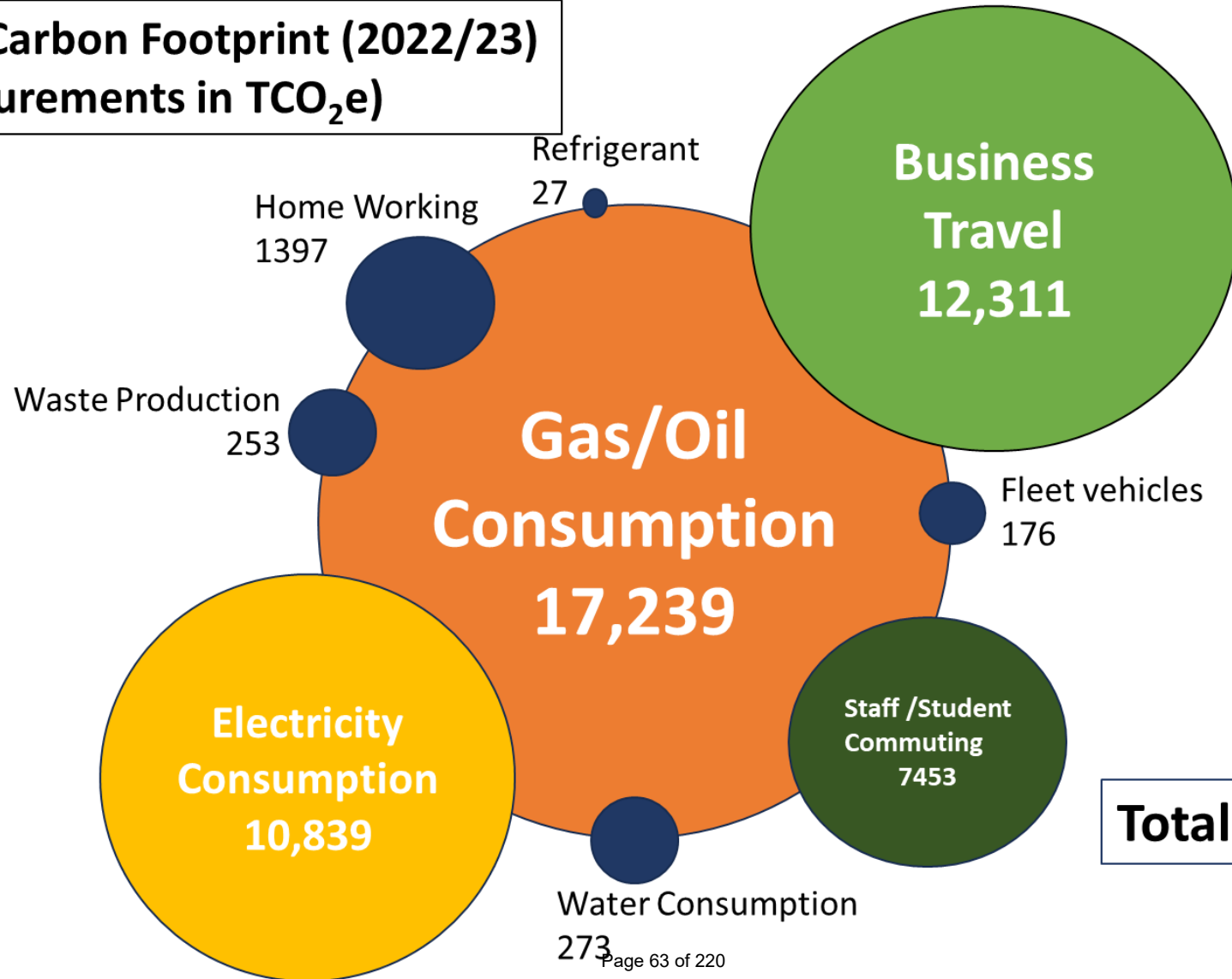
- **Leased residences energy**
- **Other leased assets energy**
- **Dumfries campus energy**
- **SUERC energy**

This equates to 2,791 TCO₂e additional gas and electricity emissions. Context of rising emissions compared to target.



Overall Emissions Footprint 22/23 Reported Figures to Scotgov Public Bodies Duties

UofG Carbon Footprint (2022/23)
(measurements in TCO₂e)



Scopes 1, 2, 3
Note- supply
chain emissions
not included

Emissions Footprint (2022/23) including data for assets not previously accounted for

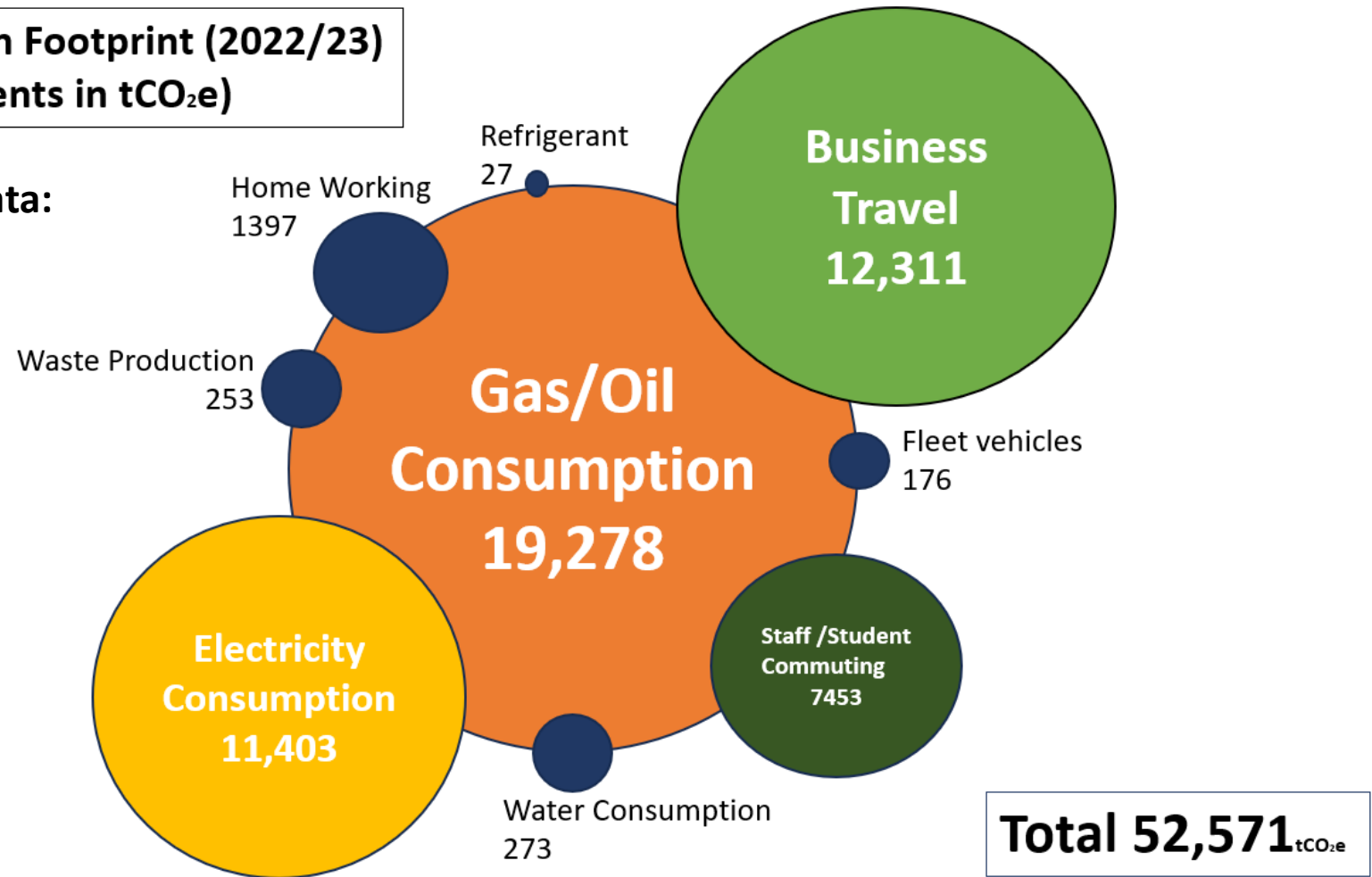
UofG Carbon Footprint (2022/23) (measurements in tCO₂e)

Recently included emissions data:

- Leased residences energy
- Leased assets energy
- Dumfries energy
- SUERC energy

Scopes 1, 2, 3

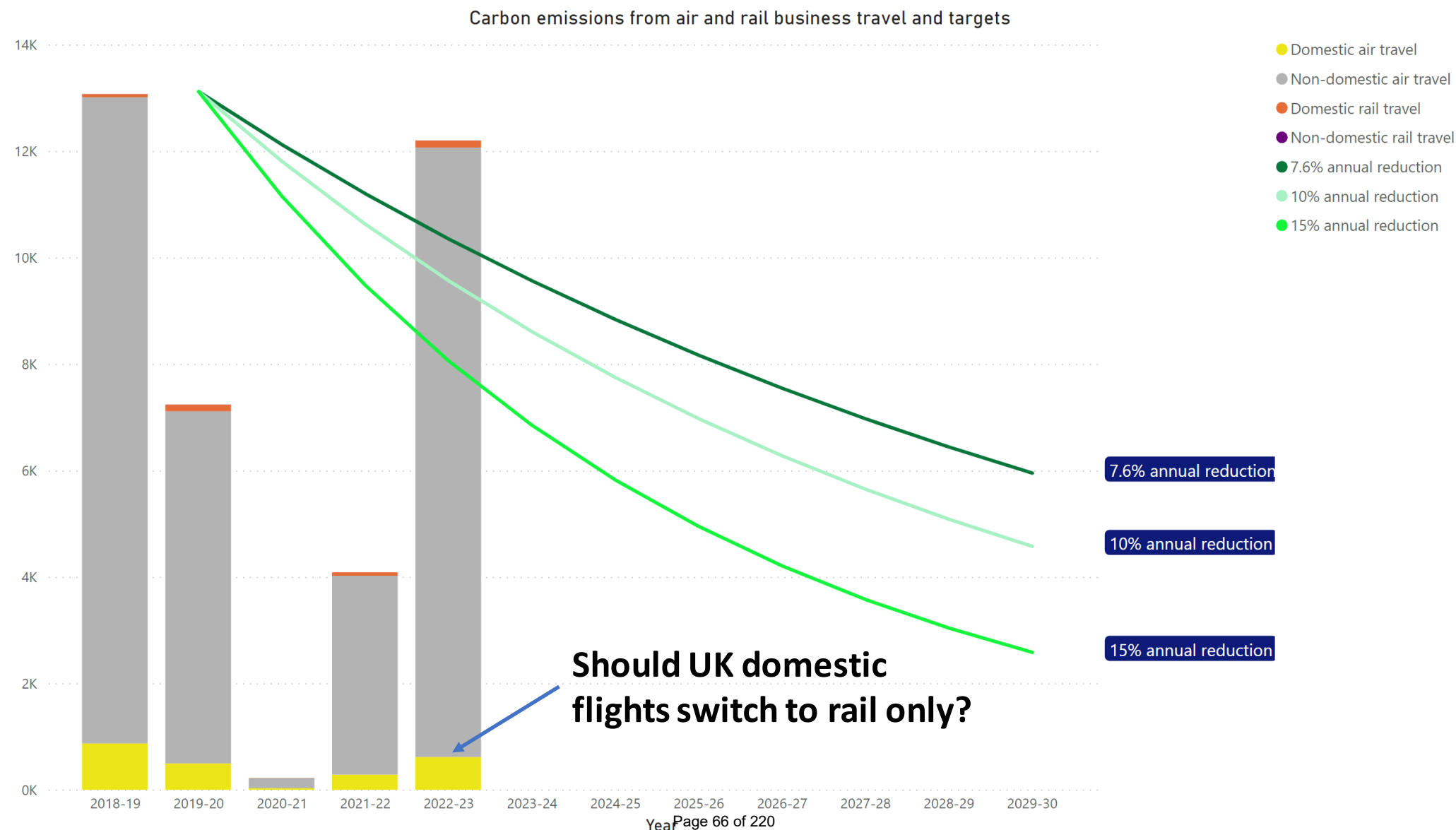
Note- supply
chain emissions
not included



Section 1

Travel Emission Trends

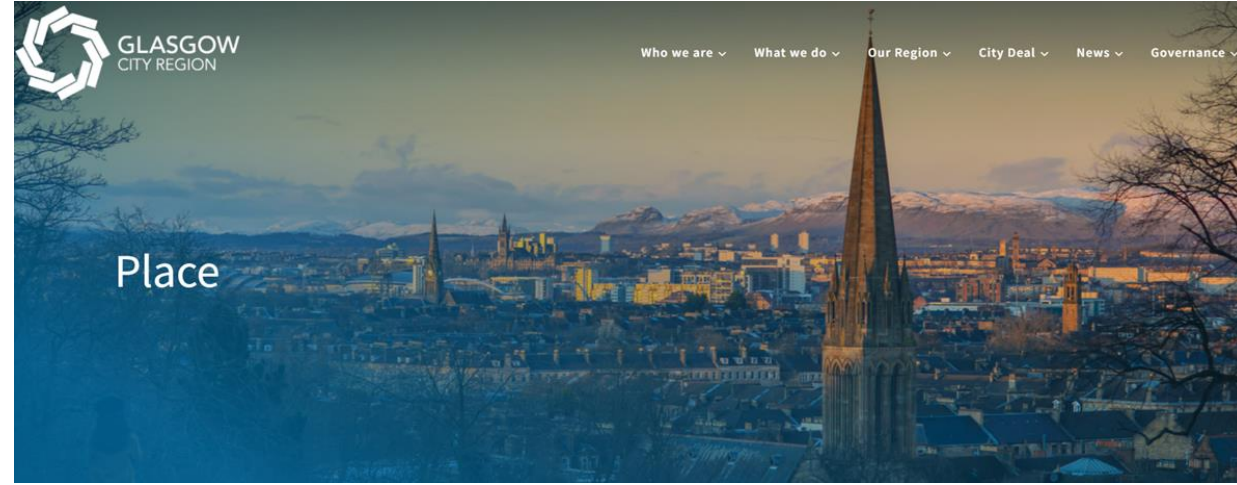
Comparison – Carbon emissions from domestic and non-domestic travel



Section 2

Climate Neutral Estate Approach

CLIMATE NEUTRAL ESTATE APPROACH



1. Operational

Building Level
day to day

Operational
improvements to
reduce energy
demand

£ **

2. Tactical

Campus Level clustered
approach

Building fabric works
interventions to reduce energy
demand, enable climate
resilience and relief existing
estate

£ ****

3. Strategic

City Region level collaborative approach

Development of clean energy vectors
regionally, enabling a place-based
response.

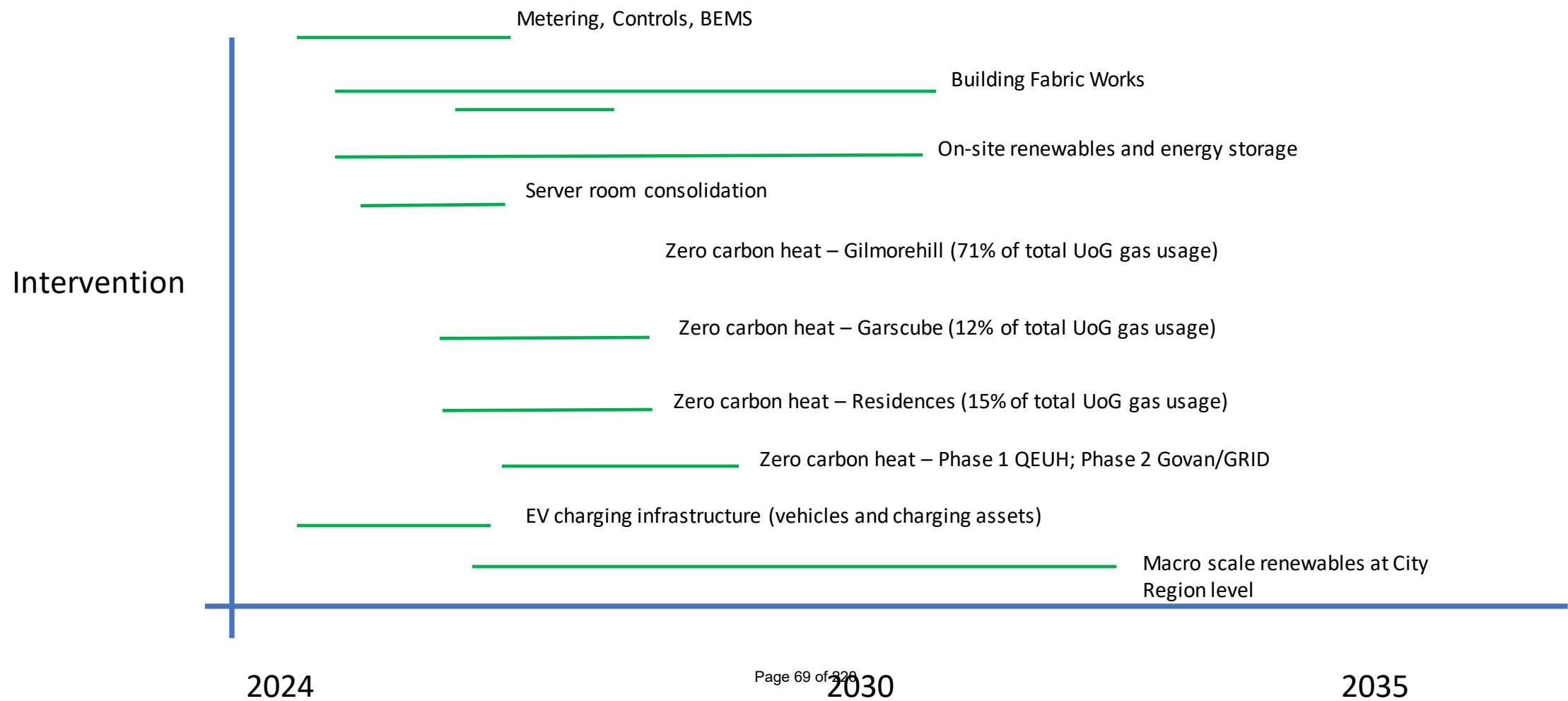
Large scale clean and affordable energy
and climate adaptation solutions

£ *****

Pathway to Net Zero (indicative subject to feasibility studies)

The University has committed to setting a GHG reduction target that aligns with the UN Environment Programme Emissions Gap Report (to prevent global warming greater than 1.5°C); currently a 7.6% reduction in GHG emissions per year, for the next decade. Over the period 2020/21 to 2029/30 this translates to a reduction in GHG emissions from 60,358 to 27,000 tonnes CO₂e per annum.

Nature and Timing of Net Zero Infrastructure (estimated), March 2024



Net Zero Pathway Interventions	Emissions Reduction (estimated TCO2e)	Current Emissions Footprint (22/23 TCO2e)	Net Emissions (TCO2e)	Comments
Gilmorehill – waste heat from Partick Pumping Station via Scottish Water	10,956	52,571	41,615	Assumes use of grid electricity for heat pump and pumping
Garscube – Ground Source Heat Pumps	1,913		39,702	Assumes use of grid electricity for heat pump and pumping
Residences – mix of ground source and district energy sources	2,282		37,420	Assumes use of grid electricity for heat pump and pumping
QEUH assets – waste heat from Shieldhall STW via Scottish Water	300		37,120	Assumes use of grid electricity for heat pump and pumping
Dumfries Campus	111		37,009	Assumes use of grid electricity for heat pump and pumping
Renewables direct wire and thermal storage	2,000		35,009	
Travel reduction (20%)	2,462		32,547	
Heat and power efficiencies and demand reduction (20%)	6,136		26,411	

Acre Road/Killermont GSP Energy Storage Opportunity

– the image shown includes the land parcel owned by the University

Shieldhall STW Macerator and potential heat recovery

Hardgate Road Site

Main Hospital Power Incomer

Section 3

Sustainability Funding

Invest to Save budget is proposed to carry out operational sustainability projects

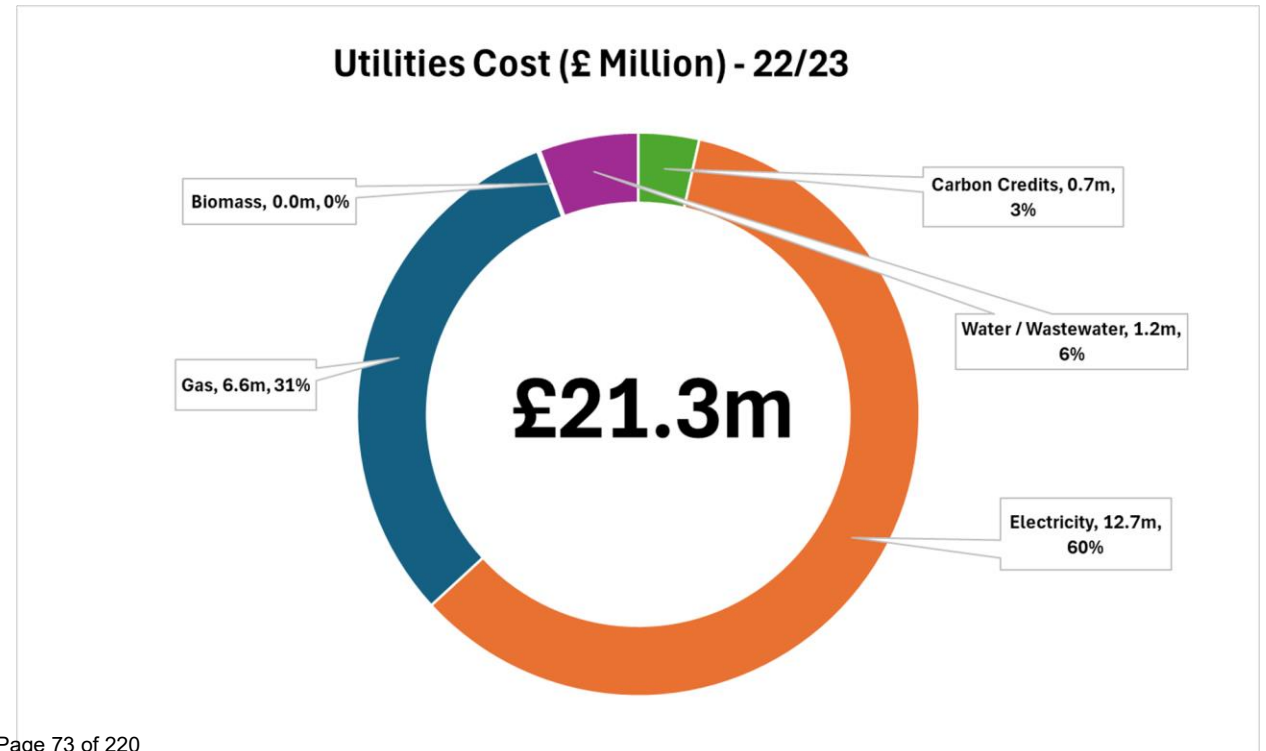
These projects also deliver other benefits in terms of business resilience, space utilisation, user comfort, maintenance improvements, reduced failure risk etc.

Project	Capital Cost (estimated)	Simple Payback (Years)	Relative Reduction (High, Medium, Low)	Emissions Potential
Low and Ultra Low Temperature Freezer Replacement Programme, Sir Graeme Davies Building Pilot	Circa £400K for initial pilot at Sir Graeme Davies Building	10 to 12		Medium/High
Residences Redundant Electrical Switchboard Telephony Removal	£14K	<1		Low
Local Server Room Consolidation – Energy Saving Aspects	£TBD survey underway	TBD		High
Power Supply – reduce standing charge costs at sub and building level	Nil	Immediate		Strategic risk if we reduce our maximum demand power requirements.
Building heat and power setback (out of hours lighting and heating etc)	Low	Short and Immediate reduction depending on intervention		Medium
Labs - Drying cupboards	£2-5K each	4		High
Labs - ‘Normal’ fridges/freezers	£100-500 each	2		Low to Medium (volume impact)
Labs – Recirc chillers	£2 to 6K each	variable		Low to Medium (volume impact)
Fume Cupboard Optimisation	£3.5M (244 FCs at Gilmorehill. Garscube assessment pending)	8 to 12 years		Medium/High
Metering Installation	£300K Gas £500K electricity sub-metering	NA		Enables measurement of impact to identify opportunity for savings
Building Energy Management Systems Upgrade	Circa £250K	10 years (estimated based on previous experience)		Medium enables greater control of existing assets

Section 4

Sustainability Risk Aspects

- a. Net Zero target performance (time, scale of change, funding)
- b. Impact of growth on emissions trajectory
- c. Funding constraints – sector level
- d. Utility costs
- e. New legislation (Heat in Buildings; Heat Network Act; EPC requirements)
- f. Infrastructure
 - a. power grid;
 - b. public transport and active travel;
 - c. drainage and climate resilient infrastructure



Section 5

Sustainability Opportunities

- a. Renewable energy generation
- b. Collaborations and partnerships
- c. Land and the built environment assets



EXAMPLE 1 - 'GRID' HEAT CLUSTER 1 (LINTHOUSE AND GOVAN ZONE)

A multi-vector, circular energy system delivering affordable heat and power, matching demand with local supply, serving a 200Ha area. £500M to £1BN green infrastructure investment potential

Strong Demand for Energy

- NHS (Queen Elizabeth University Hospital, QEUH)
- University of Glasgow buildings at the QEUH
- Linthouse Housing Association new homes and retrofit
- Govan Housing Association
- SEC Campus
- Science Centre and Media Village
- Hotels
- Ship Building
- George V Dock
- Private Residential



Strong Supply of Clean Heat

- Shieldhall STW multi MW
- River Clyde WSHPs multi MW
- Energy from Waste multi MW
- Solar PV (rooftop and Vacant and Derelict Land)
- Access to clean power in the region
- Potential for hydrogen deployment as a transitional fuel for CHP engines, sourced regionally.



Example 6 - PARTICK Pumping Station Circular Heat

- Capturing heat from sewage
- Distribution via plate heat and heat station to University's district heat network
- Appetite to remove cold, clean surface water from the sewer system
- Connect buildings adjacent to the River Kelvin direct to river outfalls not the CSS

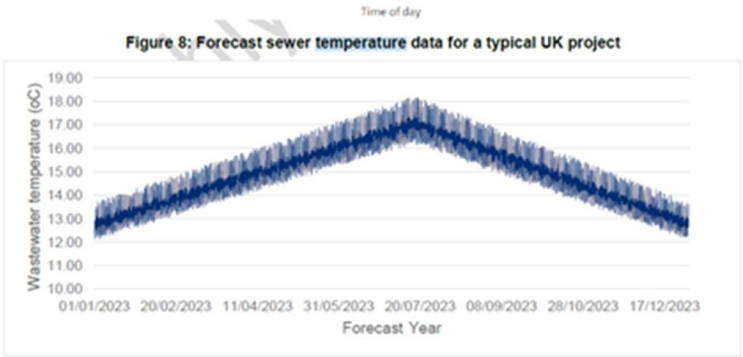


Figure 9: Partick pumping station forecast wastewater temperature profile. The data indicates that the expected temperature will vary between 12 – 18°C.

UNIVERSITY OF GLASGOW SEWER-SOURCE HEAT PUMP - HIGHLY CONFIDENTIAL

10

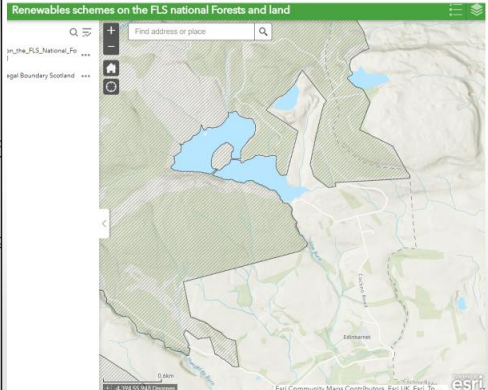


EXAMPLE 2 CLIMATE NEUTRAL COCHNO FARM



Sustainability Masterplan with MVLs

- Power - 3,490m² south facing potential rooftop solar PV
- Potential for microhydro
- Potential for wind energy in partnership with Scottish Water, Forest Land Scotland, Clyde Mission
- Soil Carbon study
- Woodland Carbon Code applied for



Acre Road/Killermont GSP Energy Storage Opportunity (20MW grid scale)

– the image shown includes the land parcel owned by the University



Killermont Grid Supply Point (GSP)

Wind Tunnel Building

Scrub land adjacent the GSP

University Observatory

Allotments

University Estates: 'Enablers' of Climate Action

- Large estates that need to be decarbonised and made more climate resilient
- Anchor heat and power loads
- University covenant is strong
- Strong community, industry, local government and national government connections
- Innovators and collaborators
- We know how to deliver large infrastructure projects



Biosolar PV roof installation at the James McCune Smith Building – power, rainwater attenuation, biodiversity

COLLABORATION EXAMPLES



Clyde Mission

Energy Masterplan



ClimateReadyClyde

Home Our vision The challenge Our strategy Making it happen Latest About CRC

Follow us



Welcome to Climate Ready Clyde

Building a more resilient, prosperous and fairer Glasgow City Region

1.8 million people live, work and play in the Glasgow City Region. A large number of businesses and organisations

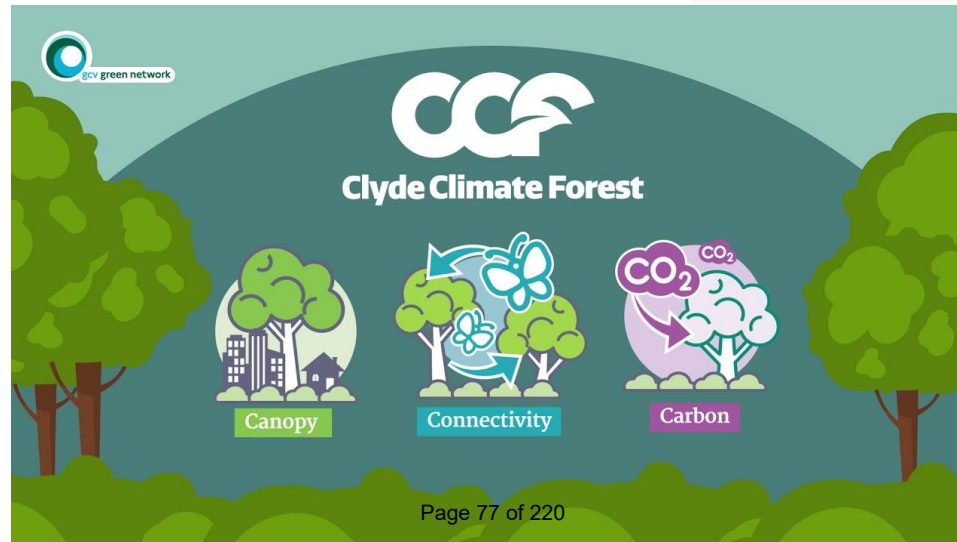


Sustainable Glasgow

Net Zero Carbon
by 2030

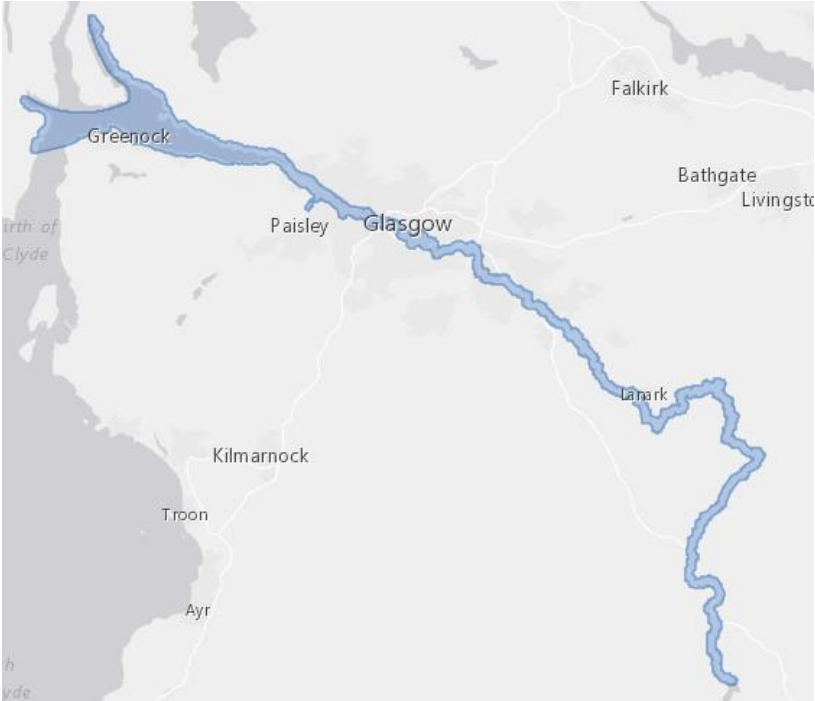


► A partnership which aims to position Glasgow as



Clyde Mission

£25 million to support low carbon heat and energy projects.
£13.3 million spent on a range of Clyde Mission Fund projects so far.
£1.5million additional funding as part of transfer to Glasgow City Region



Convener of Court
Summary of Business – 14 February 2024 to 16 April 2024

Date	Meeting	Location
14 February 2024	Catch up with Sarah Armstrong	
	Catch up with Chris Kennedy	Glasgow
	Court Agenda Meeting	Glasgow
	Meeting with Gregor Caldow and Gavin Stewart	Glasgow
	Catch up with Christine Middlemiss	Glasgow
	Pre Court Briefing	Glasgow
	Court Lunch	Glasgow
	Court Meeting	Glasgow
	Court Dinner	Glasgow
15 February 2024	Visit to Cochno Farm – Tree Planting	Glasgow
20 February 2024	Catch up with the Principal	Call
21 February 2024	Catch up with Jim Ross	Virtual
22 February 2024	Queen's Anniversary Prize	London
26 February 2024	Convention of the South of Scotland	Virtual
3 March 2024	Annual University Service at Glasgow Cathedral	Glasgow
4 March 2024	Catch up with Nicola Dandridge	Virtual
	Catch up with Laic Khaliq	Virtual
	Catch up with Jonathan Loukes	Virtual
	Catch up with Paula McKerrow	Virtual
	Catch up with Peter Haggerty	Glasgow
	Catch up with Pablo Moran Ruiz	Glasgow
	Catch up with Shan Saba	Virtual
5 March 2024	Catch up with Stuart Hoggan	Virtual
	Catch up with Tara Brindle	Glasgow
	CSC Meeting	Glasgow
	Honorary Graduation Ceremony	Glasgow

	Graduation Dinner	Glasgow
7 March 2024	CUC Fragility of Universities	Virtual
	Colleges and Universities CPG	Virtual
11 March 2024	Pre Court Officers Meeting	Virtual
12 March 2024	Convener Call	Virtual
14 March 2024	Convener Call	Virtual
	USS/UofG Court Call	Virtual
15 March 2024	Catch up with David Duncan and Gavin Stewart	Virtual
	Tony / Elizabeth PAC appointments call	Virtual
18 March 2024	Catch up with the Principal	Call
20 March 2024	UUK Chancellors Reception	London
21 March 2024	Senate Guest Night	Glasgow
22 March 2024	Call with Chris Bailey (WHO) – Arts and Health	Virtual
27 March 2024	Finance Committee	Virtual
3 April 2024	Catch up with Richard Reeve	Virtual
	Catch up with Kerry Christie	Virtual
4 April 2024	Catch up with Bethan Wood	Virtual
10 April 2024	Nominations Committee	Virtual
11 April 2024	Court Agenda Meeting	Virtual

CIVIS Alliance Agreement

(Draft approved by the Board of Rectors of 22 Feb. 2024, to be examined by legal departments)

TITLE I — NAME - DURATION - PURPOSE

Article 1 – Name

The name of the consortium is “CIVIS Alliance.” The name “CIVIS” may be included (with the approval of the BoR) for naming related projects, externally funded or otherwise, which might involve some or all the consortium member institutions.

Article 2 – Duration

CIVIS Alliance was founded in 2019 as an answer to the European Commission pilot call on European universities. It is established for an indefinite period.

Article 3 – Purpose

CIVIS Alliance is motivated by an awareness of the many challenges facing society today in the areas of the environment and climate change, health care, democracy and cultural heritage, sustainable and inclusive mobility, and digital transformations. Because these urgent challenges require rapid decisions based on scientific evidence, universities must join forces and invest in inter-institutional and interdisciplinary cooperation to educate the coming generation, and create a conducive environment to collaboration for our research communities.

CIVIS Alliance is committed to supporting and inspiring major societal changes by providing our communities with the means to think and shape the world of tomorrow. To achieve this, CIVIS relies on the collective excellence of the research and teaching as well as civic engagement of its members. CIVIS Alliance aims to strengthen its communities’ identification with Europe while also building strong partnerships on its neighbouring continent, Africa.

By sharing its experiences and connecting with local and global partners, CIVIS Alliance wants to transform its universities’ practices. CIVIS also wants its education, research, innovation and global engagement to be inspired and strengthened by the people, cities and societies it serves. To share and build knowledge widely and fairly among students, teachers, researchers, and civil society, CIVIS helps make educational, scientific and citizen science resources accessible to as wide an audience as possible in line with Open Science and Education principles.

CIVIS Alliance will strive to reinforce the education and research links existing between its members through disciplinary collaborations, interdisciplinary exchanges, shared research infrastructure, and incentives for co-creation of joint initiatives.

Article 4 – Legal entity “CIVIS Association”

The aims and activities of CIVIS Alliance can be supported by “CIVIS Association,” a legal entity which can provide assistance and, where applicable, represent CIVIS Alliance in raising funds, applying or joining applicants to calls for proposals, administrative or logistical support, management

of resources, advocacy, or facilitate communication and collaboration among the various projects undertaken jointly within the Alliance.

TITLE II — TYPES OF MEMBERS

Article 5 – Full Members

Full members are the founding universities of the Alliance and any other university that existing full members would unanimously decide to include.

The 11 founding full members are (in alphabetical order of the city):

- (1) Aix-Marseille Université
- (2) National and Kapodistrian University of Athens
- (3) Université libre de Bruxelles
- (4) Universitatea din București
- (5) University of Glasgow
- (6) Université de Lausanne
- (7) Universidad Autónoma de Madrid
- (8) Sapienza Università di Roma
- (9) Paris Lodron Universität Salzburg
- (10) Stockholm University
- (11) Eberhard Karls Universität Tübingen

Additional full members can be admitted after presentation/suggestion by at least one full member and through approval by the Board of Rectors ruling by unanimity. The decision is final and does not need to be justified. It is communicated to the candidate in writing by the Secretary General. The full members contribute to the funding of the legal entity “CIVIS Association.”

Article 6 – Associated Members

Associated Members are universities that are committed to contribute to the aims of the Alliance. They are involved in some of the activities and initiatives of the Alliance, in accordance with their interests, priorities and possibilities. The following six universities are the founding associated members of the Alliance (in alphabetical order of the city):

- (1) Université Hassan II (Casablanca, Morocco)
- (2) Université Cheikh Anta Diop (Dakar, Senegal)
- (3) University of the Witwatersrand (Johannesburg, South Africa)
- (4) Makerere University (Kampala, Uganda)
- (5) Eduardo Mondlane University (Maputo, Mozambique)
- (6) Université de Sfax (Sfax, Tunisia)

Additional associated members can be admitted after presentation/suggestion by at least two full members and through approval by the Board of Rectors ruling by unanimity. The decision is final and does not need to be justified. It is communicated to the candidate in writing by the Secretary General.

The heads of institution of Associate members, or their representatives, are welcome to attend the board of directors in a non-voting capacity.

The Associate Members have all the rights and obligations foreseen to them by the present Alliance agreement. Particularly, they are not asked to contribute to the funding of the legal entity “CIVIS Association.”

Article 7 – Affiliated Members

Affiliated Members are higher education institutions or stakeholders that are committed to contribute to certain aims of the Alliance but are not necessarily involved in all aspects. They have an established collaboration with, at least, one of the full or associate members of the Alliance. They are admitted by the Board of Rectors ruling by unanimity, upon presentation by at least one full member.

The Associate Members have all the rights and obligations foreseen to them by the present Alliance agreement. Particularly, they are not asked to contribute to the funding of the legal entity “CIVIS Association.”

TITLE III — GOVERNANCE OF THE ALLIANCE

Article 8 – Governance of the Alliance

CIVIS Alliance is governed by two decision-making bodies, the Board of Rectors (BoR) and the Steering Committee (SC). The BoR is the uppermost decision-making body. The Chair of the BoR, the President and the Vice-President of the SC are assisted by the Secretary General (see art. 12). Consultative bodies (the Hub Councils, the Students Council, the Education Council, and the Research Council) help the BoR and SC in their orientations and actions.

3

Article 9 – Board of Rectors

Composition: The Board of Rectors (BoR) is composed of the heads of the full member institution, for the duration of their mandate, or a person designated by the relevant authorities of that institution. Up to two advisors can assist each head of institution during the Board proceedings without voting rights. If the head of institution cannot attend a meeting, he/she will designate a substitute who will legitimately express the vote of his/her institution.

The Rectors of the Associate member institutions, or their representatives, are invited to attend and participate to the Board of Rectors in a non-voting capacity. The Secretary General and the Executive Director also participate to the BoR.

Functioning: The BoR decides on the most important strategic items, including matters subject to internal approval in the participating universities: partnership and expansion strategy, budget reallocation, challenges and opportunities, policy papers, general CIVIS Alliance policy and strategy. The BoR delegates most other decisions to the Steering Committee. Yet, upon request by any of the members, the BoR may re-examine any decision taken by the Steering Committee. The BoR decides by consensus (no vote against) among the heads of the full members with one vote per institution. Further details about this governance body are detailed in the corresponding Terms of Reference document adopted by the BoR.

Article 10 – Steering Committee

Composition: The Steering Committee (SC) is composed of two delegates from each full member. Two delegates (Chair and Secretary) from the Students Council, the Secretary General, one of the co-Chairs of each Hub Council and a delegate for each of the associate members are invited to attend and participate to the SC meetings in a non-voting capacity. Additional participants can be invited as required by specific topics on the agenda. The Secretary General and the Executive Director also participate to the SC.

Functioning: The SC takes all decisions that are not in the realm of competence of the BoR (*vide supra*). It makes all executive decisions in direct relation with current projects and may be asked by the BoR to work or decide on specific issues. The SC usually decides by consensus among the delegates of the full members with the principle of a one vote per university (at least 2/3 of the members participating). In the absence of consensus and if a decision must be taken, a 2/3 majority of the members participating is required. Further details about this governance body are detailed in the corresponding Terms of Reference document adopted by the BoR.

Article 11 – Authorities

The authorities leading the governance (Chair of the BoR, President and Vice-President of the SC) are organised following a six-month rotation (1 Oct. – 31 March and 1 April – 30 September) among the full member universities in a sequence agreed in advance by the BoR. The rotation involves, in turn, each full member university, which will consecutively designate the Vice-President of the SC for one semester, then the President of the SC for the next semester, then the chair of the BoR for the semester after that (by default: the head of institution).

The Chair of the BoR represents the Alliance at external events, and chairs the Board of Rectors and internal events. If unavailable to attend external events, she/he is replaced by the President or the Vice-President of the SC, or the Secretary General. If unavailable to chair the BoR or a CIVIS events, she/he will designate a substitute from her/his own institution to do so.

The President of the SC is designated by the university that will chair the BoR for the next semester.

The Vice-President of the SC is designated by the university that will hold the presidency of the SC for the next semester and will presumably be the next President of the SC after the next six-month rotation. The Vice-President can replace the President when he or she is unavailable.

Article 12 – The Secretary General

The Secretary General (SG) is preferably an academic coming from one of the full-member universities and is designated by the BoR, for a 2-year mandate which can be renewed. She/he is the Secretary General of the Alliance and of the legal entity “CIVIS Association.”

She/he works for CIVIS, has a strategic role, and assists the authorities of CIVIS in their role, ensures the continuity of the work of the rotating positions and follows up on the decisions of the governing bodies. She/he works in collaboration with the executive director of the main CIVIS project and can count on the support of its coordination team. The BoR can decide to allocate funds to compensate for his/her secondment and ensure that he/she can work for CIVIS exclusively in the share of her/his time thus covered. The SG has also a function of external representation (e.g. towards external funding

bodies or other alliances) and can replace the Chair of the BoR or the President of the SC when they are unavailable. She/he ensures that the interests of the Alliance are supported in the various CIVIS Alliance projects.

Article 13 – The Executive Director

The Executive Director (ED) is the head of the coordination team of the main funded CIVIS project and therefore works full-time for CIVIS in close collaboration with the Chair of the BoR, the President and the Vice-President of the SC, the SG and the members of the SC. The ED is supported in her/his work by the coordination team.

TITLE IV — CONSULTATIVE BODIES

Article 14 – Student Council

Composition: Four student representatives from each full member and up to two from each associated member university. The representatives are either elected or nominated among elected student representatives in governance bodies of their university.

Functioning: The Chair and the Secretary of the Students Council are designated among the full member representatives. The Chair and the Secretary represent the Students Council within the Steering Committee. The Students Council provide positions, recommendations, and suggestions to the Steering Committee on topics of their choice or upon request by the governance of CIVIS Alliance. The Student Council nominates representatives in the 5 Hub councils.

5

Article 15 – Education Council

Composition: The Chair of the Education Council follows the six-month rotation of the Chair of the BoR (the Chair is the Vice-Rector for Education, or equivalent, of the university whose head is chairing the BoR).

The Education Council includes a Vice-Rector for Education, or the person delegated by the authorities and a high-ranking administrative staff in education from each full member university, a representative (either vice-rector or high-ranking administrator) of each associated member, and 2 delegates (Chair and Secretary) from the Student Council as well as the Secretary General and Executive Director.

Functioning: The Education Council defines the frame of education actions in CIVIS Alliance, especially for programmes and degrees, and gives strategic recommendations to the SC and BoR. Further details about this governance body are detailed in the corresponding Terms of Reference document adopted by the BoR.

Article 16 – Research Council

Composition: The Chair of the Research Council follows the six-month rotation of the Chair of the BoR (the Chair is the Vice-Rector for Research, or equivalent, of the university whose head is chairing the BoR).

The Research Council includes the Vice-Rectors for Research of each member university, or the person delegated by the authorities of the university, and a high-ranking administrative (or senior

professional) staff in research from each full member university, a representative (either Vice-Rector or high-ranking administrator) of each associated member, the Secretary General and Executive Director.

Functioning: The Research Council defines the frame of research and innovation actions in CIVIS Alliance and provides recommendations to the SC and BoR. Further details about this governance body are detailed in the corresponding Terms of Reference document adopted by the BoR.

TITLE V — OTHER CONSTITUTIVE BODIES

Article 17 – CIVIS Hubs

The CIVIS Hubs are cross-, trans- and interdisciplinary thematic research and education areas. Their purpose is to develop interdisciplinary innovative projects in education and research aimed at major societal challenges.

Each Hub, governed by a council (see art. 18), gathers the academic expertise of the Alliance on important societal challenges. The five initial Hubs are:

1. Climate, Environment and Energy
2. Societies, Culture and Heritage
3. Health
4. Cities, Spaces and Mobility
5. Digital and Technological Transformations

The hubs can be reorganised, including by adding new ones, at the discretion of the BoR.

Article 18 – Hub Councils

Composition: Each Hub Council is composed of two representatives from each full-member institution, one representative from each associated member institution involved in the hub and two student representatives (members of the Students Council)*.

Functioning: Each hub is co-chaired by two academics from two full member universities. They are designated by the BoR. The Co-Chairs of each Hub Council represent that Hub within the Steering Committee. The Hub Councils are responsible, within the frame and following the rules set by the Steering Committee and the Board of Rectors, for the development and monitoring the management of academic activities (Education, Research, Innovation), using the budget that is attributed.

Article 19 – Open Labs

Open Labs are creative and innovative spaces of collaboration and co-creation between the communities of the member universities – students, academics, researchers and administrative staff – and their extended stakeholders, locally, nationally and internationally. Working in partnership with companies, institutions, citizens or third-sector organisations, OLs are incubators for citizen projects

* For the 2 students, at least two out of the three-degree levels should possibly be represented (i.e. Bachelor, Master, Doctorate)

within member universities, that recognise and integrate the different ways knowledge can be created and provide a space to develop creative and innovative solutions in response to emerging issues.

Article 20 – Expert Groups and Task Forces

When required additional bodies such as Expert Groups or Task Forces, gathering experts across the Alliance, can be created by the SC to address specific issues.

TITLE VI — Management of membership

Article 21 – Register of members

The Secretary General keeps a register of the various kinds of members. This register contains their identity, the decisions of admission, resignation, forfeiture or exclusion.

Article 22 – Resignation

Members can withdraw from the consortium at any time by sending their resignation in writing to the Chair of the BoR and the Secretary General. The resignation becomes effective on the first day of the sixth month following the date of receipt of their resignation letter. Full members, Associate members, and Affiliated members cease to be members of the Alliance by merger, liquidation, bankruptcy or judicial composition.

Article 23 – Suspension

The Board of Rectors, gathering at least 2/3 of the Full members, can decide by a qualified majority of at least two thirds of the votes of the Full members present or represented, a temporary suspension of the members which would have been found guilty of serious infringement of this agreement.

The suspended member loses any right to vote for the duration of the suspension.

Article 24 – Exclusion

Upon a proposal by at least three of the Full members, the Board of Rectors, gathering at least 2/3 of the Full members, decides by a qualified majority of at least two thirds of the votes of the Full members present or represented, the exclusion of the member which would have done something found unacceptable by the BoR.

Prior to making a decision, the BoR will hear the defence of the concerned member or his representative.

Article 25 – Dissolution

The BoR can take the decision to dissolve the Alliance. This decision requires a 2/3 majority.

CIVIS Association (AISBL)

PREAMBLE

The decision to create an international not-for-profit association described in the statutes below was taken by a consortium of universities grouped together within the CIVIS Alliance. They are:

- (1) Aix-Marseille Université (Aix-en-Provence and Marseille, France)
- (2) National and Kapodistrian University of Athens (Athens, Greece)
- (3) Université libre de Bruxelles (Brussels, Belgium)
- (4) Universitatea din București (Bucharest, Romania)
- (5) University of Glasgow (Glasgow, United Kingdom)
- (6) Université de Lausanne (Lausanne, Switzerland)
- (7) Universidad Autónoma de Madrid (Madrid, Spain)
- (8) Sapienza Università di Roma (Rome, Italy)
- (9) Paris Lodron Universität Salzburg (Salzburg, Austria)
- (10) Stockholm University (Stockholm, Sweden)
- (11) Eberhard Karls Universität Tübingen (Tübingen, Germany)

TITLE I — NAME, SEAT, DURATION, AND PURPOSE

Art. 1 — Name

The name of the association is “CIVIS Association.” The association is regulated by the statutes of the Belgian Law of 23 March 2019 introducing the Code of companies et associations (hereafter “the Law”).

Art. 2 — Registered office

The legal seat of the Association shall be in one of the municipalities of the Brussels region. It is now at Université libre de Bruxelles, 50 avenue F. Roosevelt, 1050 Brussels, Belgium (Arrondissement judiciaire de Bruxelles). The seat may be transferred to another address within the Brussels region by a decision of the general assembly.

Art. 3 — Duration

The association is established for an indefinite period.

PRÉAMBULE

La décision de créer une association internationale sans but lucratif décrite dans les statuts ci-dessous a été prise par un consortium d’universités regroupées au sein de l’Alliance CIVIS. Ces universités sont :

- (1) Aix-Marseille Université (Aix-en-Provence et Marseille, France)
- (2) National and Kapodistrian University of Athens (Athènes, Grèce)
- (3) Université libre de Bruxelles (Bruxelles, Belgique)
- (4) Universitatea din București (Bucarest, Roumanie)
- (5) University of Glasgow (Glasgow, Royaume-Uni)
- (6) Université de Lausanne (Lausanne, Suisse)
- (7) Universidad Autónoma de Madrid (Madrid, Espagne)
- (8) Sapienza Università di Roma (Rome, Italie)
- (9) Paris Lodron Universität Salzburg (Salzburg, Autriche)
- (10) Stockholm University (Stockholm, Suède)
- (11) Eberhard Karls Universität Tübingen (Tübingen, Allemagne)

TITRE I — DÉNOMINATION, SIÈGE, DURÉE, ET BUTS

Art. 1 — Dénomination

L’association est dénommée « CIVIS Association ». L’association est régie par les dispositions de la loi belge du 23 mars 2019 introduisant le Code des sociétés et des associations (ci-après « la Loi »).

Art. 2 — Siège social

Le siège social de l’association est actuellement établi à l’Université libre de Bruxelles, 50 avenue F. Roosevelt, 1050 Bruxelles, dans l’arrondissement judiciaire de Bruxelles. Il peut être transféré à une autre adresse au sein de la Région de Bruxelles-Capitale sur décision de l’assemblée générale.

Art. 3 — Durée

L’association est établie pour une durée indéterminée.

Art. 4 — Purpose

CIVIS Association gathers the members of the European University Alliance CIVIS.

The aim of the association is to support and encourage the collaboration among the members in the areas of higher education, scientific research and innovation, and service to the community. The association can provide assistance and, where applicable, represent CIVIS Alliance in raising funds, applying or joining applicants to calls for proposals, administrative or logistical support, management of resources, advocacy, or facilitate communication and collaboration among the various projects undertaken jointly within the Alliance.

All activities to be carried out by the association shall be non-profit and any revenues generated thereby shall be used solely for the development of the cooperation between the members and in the general interest of the students and stakeholders affiliated with the members.

TITLE II — MEMBERS

Art. 5 — Full members

Full members of the association are universities, which are subject to the provisions of the present statutes and to the legal provisions in force concerning not-for-profit associations.

Full members are admitted by the general assembly, upon presentation by at least one full member and approval by the general assembly ruling by unanimity. Its decision is final and does not need to be motivated. It is communicated to the candidate by ordinary letter.

Art. 6 — Associate members

Associate members are universities that are committed to contribute to the aims of CIVIS. They are involved in some of the activities and initiatives of CIVIS, in accordance with their interests, priorities and possibilities. The heads of institution of Associate members, or their representatives, are welcome to attend the board of directors in a non-voting capacity.

The associate members are admitted by the general assembly, upon presentation by at least one full member and approval by the general assembly ruling by unanimity. Its

Art. 4 — Buts

CIVIS Association regroupe les membres de l'Alliance universitaire européenne CIVIS.

L'objectif de l'association est de soutenir et d'encourager la collaboration entre les membres dans les domaines de l'enseignement supérieur, de la recherche scientifique et de l'innovation, et du service à la communauté. L'association peut fournir une assistance et, le cas échéant, représenter l'Alliance CIVIS dans la collecte de fonds, la candidature ou la participation à une candidature à des appels à propositions, le soutien administratif ou logistique, la gestion de ressources, les campagnes d'influence, ou faciliter la communication et la collaboration entre les différents projets menés conjointement au sein de l'Alliance.

Toutes les activités menées par l'association doivent être à but non lucratif et les revenus générés par celles-ci doivent être utilisés uniquement pour le développement de la coopération entre les membres et dans l'intérêt général des étudiants et des parties prenantes affiliées aux membres.

TITRE II — MEMBRES

Art. 5 — Membres effectifs

Les membres effectifs de l'association sont des universités qui sont soumises aux dispositions des présents statuts et aux dispositions légales en vigueur concernant les associations sans but lucratif.

Les membres effectifs sont admis par l'assemblée générale, sur présentation d'au moins un membre effectif et approbation par l'assemblée générale statuant à l'unanimité. Sa décision est définitive et n'a pas à être motivée. Elle est communiquée au candidat par courrier ordinaire.

Art. 6 — Membres associés

Les membres associés sont des universités qui s'engagent à contribuer aux objectifs de CIVIS. Ils sont impliqués dans certaines activités et initiatives de CIVIS, en fonction de leurs intérêts, priorités et possibilités. Les chefs d'établissement des institutions membres associés, ou leurs représentants, sont invités à assister au conseil d'administration sans droit de vote.

Les membres associés sont admis par l'assemblée générale, sur présentation d'au moins un membre effectif et approbation par l'assemblée générale statuant à l'unanimité. Sa

decision is final and does not need to be motivated. It is communicated to the candidate by ordinary letter.

The associate members have no other rights and obligations than those reserved to them by the present statutes.

Art. 7 — Affiliate members

Affiliated members are higher education institutions or stakeholders that are committed to contributing to certain aims of CIVIS but are not necessarily involved in all aspects. They have an established collaboration with, at least, one of the full or associate members of CIVIS. They are admitted by the general assembly, upon presentation by at least one full member and approval by the board of directors ruling by unanimity. Its decision is final and does not need to be motivated. It is communicated to the candidate by ordinary letter.

The affiliate members have no other rights and obligations than those reserved to them by the present statutes.

Art. 8 — Register of members

The board of directors shall keep at the headquarters of the association or at any other place a register of full members containing, in addition to their identity, the decisions of admission, resignation, forfeiture or exclusion. The board of directors may also establish a register of Associate members and a register of Affiliate members.

Art. 9 — Resignation

The full members are free to withdraw from the association at any time by sending their resignation in writing to the President of the board of directors, at the headquarters of the association. Their resignation becomes effective on the first day of the sixth month following the date of receipt of their resignation letter.

Full members, Associate members and Affiliate members cease to be members of the association by liquidation, bankruptcy, or judicial composition.

Associate members and affiliated members are free to withdraw from the association at any time by sending their resignation in writing to the President of the board of directors, at the headquarters of the association. Their resignation becomes effective immediately.

Art. 10 — Suspension

The full member who has not paid its dues to the association for the current year within the time limit set by the board of directors may be suspended by the board of directors, in the absence of regularisation within six months of the sending of a reminder by

décision est définitive et n'a pas à être motivée. Elle est communiquée au candidat par courrier ordinaire.

Les membres associés n'ont d'autres droits et obligations que ceux qui leur sont réservés par les présents statuts.

Art. 7 — Membres affiliés

Les membres affiliés sont des établissements d'enseignement supérieur ou des parties prenantes qui s'engagent à contribuer à certains objectifs de CIVIS mais ne sont pas nécessairement impliqués dans tous les aspects. Ils font état d'une collaboration établie avec au moins un des membres effectifs ou associés de CIVIS. Ils sont admis par l'assemblée générale, sur présentation d'au moins un membre effectif et approbation par le conseil d'administration statuant à l'unanimité. Sa décision est définitive et n'a pas à être motivée. Elle est communiquée au candidat par courrier ordinaire.

Les membres affiliés n'ont d'autres droits et obligations que ceux qui leur sont réservés par les présents statuts.

Art. 8 — Registre des membres

Le conseil d'administration tient au siège de l'association ou en tout autre lieu un registre des membres effectifs contenant, outre leur identité, les décisions d'admission, de démission, de déchéance ou d'exclusion. Le conseil d'administration peut également établir un registre des membres associés et un registre des membres affiliés.

Art. 9 — Démission

Les membres effectifs sont libres de se retirer de l'association à tout moment en adressant leur démission par écrit au président du conseil d'administration, au siège de l'association. Leur démission prend effet le premier jour du sixième mois suivant la date de réception de leur lettre de démission.

Les membres effectifs, les membres associés et les membres affiliés cessent de faire partie de l'association par suite de liquidation, de faillite ou de concordat judiciaire.

Les membres associés et les membres affiliés sont libres de se retirer de l'association à tout moment en adressant leur démission par écrit au président du conseil d'administration, au siège de l'association. Leur démission prend effet immédiatement.

Art. 10 — Suspension

Le membre effectif qui n'a pas payé sa cotisation à l'association pour l'année en cours dans le délai fixé par le conseil d'administration peut être suspendu par le conseil d'administration, à défaut de régularisation dans les six mois de l'envoi d'un rappel par

registered letter. This suspension will end upon full payment of the principal and any late interest on the arrears of dues. If the member fails to pay within six months of the suspension, it may be deemed to have resigned by decision of the board of directors.

The board of directors can suspend, until the decision of the general assembly, the members which would have been found guilty of serious infringement of the statutes and the laws of honour and propriety.

The suspended member loses any right to vote for the duration of the suspension.

Art. 11 — Exclusion

Upon proposal by the board of directors or at the request by at least three of the full members, a general assembly, gathering at least two thirds of the full members, decides by a qualified majority of two thirds of the votes of the full members present or represented, the exclusion of the member which would have been found guilty of a serious infringement of the statutes and the laws of honour and propriety.

Prior to this decision, the general assembly hears the defence of the concerned member or his representative.

TITLE III — FEES

Art. 12 — Fees

The board of directors shall determine each year by unanimous decision the annual fee for each of the membership categories.

TITLE IV — GENERAL ASSEMBLY

Art. 13 — Composition

The general assembly is composed of all the full members. Each full member shall be represented at the general assembly by a “permanent representative” who will be either the head of the institution or a person designated by the proper authorities of the institution, who shall exercise its voting rights. A full member can change and replace its permanent representative at any time by sending the name of the new permanent representative in writing to the president of the board of directors.

The mandate of a member of the general assembly is not remunerated.

Associate and affiliate members have the right to attend the general assembly but in a nonvoting capacity. Each associate and each affiliate member will appoint a permanent

lettre recommandée. Cette suspension prend fin par le paiement intégral du principal et des intérêts de retard éventuels sur les arriérés de cotisation. A défaut de paiement dans les six mois de la suspension, le membre peut être considéré comme démissionnaire par décision du conseil d’administration.

Le conseil d’administration peut suspendre, jusqu’à la décision de l’assemblée générale, les membres qui se seraient rendus coupables d’infraction grave aux statuts et aux lois de l’honneur et de la bienséance.

Le membre suspendu perd tout droit de vote pour la durée de la suspension.

Art. 11 — Exclusion

Sur proposition du conseil d’administration ou à la demande d’au moins trois des membres effectifs, une assemblée générale, réunissant au moins deux tiers des membres effectifs, décide à la majorité qualifiée des deux tiers des voix des membres effectifs présents ou représentés, l’exclusion du membre qui se serait rendu coupable d’une infraction grave aux statuts et aux lois de l’honneur et de la bienséance.

Préalablement à cette décision, l’assemblée générale entend la défense du membre concerné ou de son représentant.

TITRE III — COTISATIONS

Art. 12 — Cotisations

Le conseil d’administration fixe chaque année à l’unanimité le montant de la cotisation annuelle pour chacune des catégories de membres.

TITRE IV — ASSEMBLÉE GÉNÉRALE

Art. 13 — Composition

L’assemblée générale est composée de tous les membres effectifs. Chaque membre effectif est représenté à l’assemblée générale par un « représentant permanent » qui est soit le chef d’établissement de l’institution, soit une personne désignée par les autorités compétentes de l’institution et qui exerce son droit de vote. Un membre effectif peut changer et remplacer son représentant permanent à tout moment en envoyant le nom du nouveau représentant permanent par écrit au président du conseil d’administration.

Le mandat de membre de l’assemblée générale n’est pas rémunéré.

Les membres associés et affiliés ont le droit d’assister à l’assemblée générale, mais sans droit de vote. Chaque membre associé et chaque membre affilié désignera un

representative to attend the general assembly on their behalf, the name of which will be confirmed in writing to the president of the board of directors.

Art. 14 — Powers

The general assembly has the powers expressly granted to it by the law or in the present statutes.

In particular, the following are reserved to its competence:

- (a) The approval of the budget for the following year.
- (b) Changes to the statutes of the association, under the condition of unanimity for articles 1 to 4.
- (c) The appointment of the members of the board of directors (upon a proposal by each of the full members or their representative).
- (d) The appointment and dismissal of the auditors and the determination of their remuneration, if any.
- (e) The approval of the annual accounts.
- (f) The discharge to be granted to the directors and auditors.
- (g) The voluntary dissolution of the association.
- (h) The exclusion of full members.
- (i) The approval of the internal regulations established by the board of directors.

Art. 15 — Meetings, presidency

An ordinary meeting of the general assembly shall be held each year at the headquarters of the association or at any other place designated in the notice of meeting. The general assembly can validly meet via an online video-conferencing platform that is accessible to all members.

The board of directors may call an extraordinary meeting of the general assembly if it deems it necessary.

An extraordinary meeting of the general assembly shall also be convened upon request by the auditor or whenever one fifth of the full members of the association so request to the board of directors. This meeting must be convened within one month of the request and the proposed items must be included in the agenda.

Extraordinary general assemblies are held on the day, time and place mentioned in the invitation.

représentant permanent pour assister à l'assemblée générale en son nom, dont le nom sera confirmé par écrit au président du conseil d'administration.

Art. 14 — Pouvoirs

L'assemblée générale a les pouvoirs qui lui sont expressément conférés par la loi ou les présents statuts.

Sont notamment réservés à sa compétence :

- (a) L'approbation du budget pour l'année suivante.
- (b) La modification des statuts de l'association, moyennant l'unanimité des membres pour les articles 1 à 4.
- (c) La nomination des membres du conseil d'administration (sur proposition de chacun des membres effectifs ou de leur représentant).
- (d) La nomination et la révocation du commissaire aux comptes et la détermination de sa rémunération, le cas échéant.
- (e) L'approbation des comptes annuels.
- (f) La décharge à donner aux administrateurs et aux commissaires aux comptes.
- (g) La dissolution volontaire de l'association.
- (h) L'exclusion des membres effectifs.
- (i) L'approbation du règlement d'ordre intérieur établi par le conseil d'administration.

Art. 15 — Réunions, présidence

Une réunion ordinaire de l'assemblée générale se tient chaque année au siège de l'association ou à tout autre endroit désigné dans la convocation. L'assemblée générale peut valablement se réunir via une plateforme de visioconférence en ligne accessible à tous les membres.

Le conseil d'administration peut convoquer une réunion extraordinaire de l'assemblée générale s'il le juge nécessaire.

Une réunion extraordinaire de l'assemblée générale peut également être convoquée à la demande du commissaire aux comptes, ou lorsqu'un cinquième des membres effectifs de l'association en fait la demande au conseil d'administration. Cette réunion doit être convoquée dans le mois qui suit la demande et les points proposés doivent être inscrits à l'ordre du jour.

The general assembly is chaired by the President of the board of directors or, failing that, by the vice-president. The secretary general is invited to all the meetings of the general assembly in a non-voting capacity.

Art. 16 — Invitation

The invitations are sent by ordinary mail or electronic mail to each member at least eight days before the meeting and contain the agenda as well as the documents necessary for the discussion of the agenda.

Art. 17 — Representation, right to vote

The full members may each be represented by a person other than the permanent representative, provided that notification is made to the president of the board of directors, in writing, prior to the start of the meeting.

Each paid-up full member has one vote.

Art. 18 — Deliberations, minutes

The general assembly can only deliberate on the items on the agenda, even if it concerns the dismissal of directors or auditors.

Except in the cases provided for by the law or by these statutes, the general assembly can validly decide if at least two third of the full members are represented at the meeting and by a two third majority of the votes, including for the modification of the statutes (except for articles 1 to 4 that requires unanimity of the members) or the dissolution of the association.

If all full members are present or represented and all agree, the general assembly can deliberate on items not on the agenda, if the urgency requires it, excluding deliberations for which a special majority is required by law or the present statutes and deliberations having as object the dismissal of members of the board of directors or auditors.

The decisions of the general assembly are recorded in a register of minutes signed by the president or a member of the board of directors and the general secretary. They are also sent electronically to all full members.

The resolutions of the general assembly which are of particular interest to all the members, are brought to their attention by circular letter. Resolutions of interest to third parties are communicated to them by extract.

Les assemblées générales extraordinaires se tiennent au jour, à l'heure et au lieu mentionnés dans la convocation.

L'assemblée générale est présidée par le Président du conseil d'administration ou, à défaut, par le Vice-Président. Le secrétaire général est invité à toutes les réunions de l'assemblée générale avec voix consultative.

Art. 16 — Convocation

Les convocations sont envoyées par courrier ordinaire ou électronique à chaque membre au moins huit jours avant la réunion et contiennent l'ordre du jour ainsi que les documents nécessaires à la discussion de l'ordre du jour.

Art. 17 — Représentation, droit de vote

Les membres effectifs peuvent se faire représenter par une personne autre que le représentant permanent, à condition de le notifier par écrit au président du conseil d'administration avant le début de la réunion.

Chaque membre effectif en ordre de cotisation dispose d'une voix.

Art. 18 — Délibérations, comptes-rendus

L'assemblée générale ne peut délibérer que sur les points inscrits à l'ordre du jour, même s'il s'agit de la révocation d'administrateurs ou de commissaires.

Sauf dans les cas prévus par la loi ou par les présents statuts, l'assemblée générale peut valablement décider si au moins deux tiers des membres effectifs sont représentés à la réunion et à la majorité de deux tiers des voix, y compris en ce qui concerne la modification des statuts (à l'exception des articles 1 à 4 qui nécessitent l'unanimité des membres) ou la dissolution de l'association.

Si tous les membres effectifs sont présents ou représentés et s'ils sont tous d'accord, l'assemblée générale peut délibérer sur des points non-inscrits à l'ordre du jour, si l'urgence l'exige, à l'exclusion des délibérations pour lesquelles une majorité spéciale est requise par la loi ou les présents statuts et des délibérations ayant pour objet la révocation des membres du conseil d'administration ou des commissaires aux comptes.

Les décisions de l'assemblée générale sont consignées dans un registre de comptes-rendus signés par le président ou un membre du conseil d'administration et le secrétaire général. Elles sont également envoyées par voie électronique à tous les membres effectifs.

Les résolutions de l'assemblée générale qui présentent un intérêt particulier pour tous les membres sont portées à leur connaissance par lettre circulaire. Les résolutions intéressant les tiers leur sont communiquées par extrait.

TITLE V — BOARD OF DIRECTORS

Art. 19 — Composition

The association is administered by a board of directors composed of twice as many directors as there are full members, and the secretary general (in a non-voting capacity).

In accordance with Article 2:55 of the Law, when a legal entity is appointed as a director, the legal entity is required to appoint a natural person as its permanent representative to carry out the mandate in the name and on behalf of the legal entity.

The board of directors is composed of two representatives of each full member designated by the proper authorities of that institution (one representative and one advisor).

The list of the members of the board of directors is established upon proposals by each full member institution and approved by the general assembly ruling according to its ordinary voting rules.

The term of office of a director ends immediately if the director concerned can no longer represent his or her institution.

The mandate of a member of the board of directors is not remunerated.

The heads of institution of Associate members, or their representatives, are welcome to attend the board of directors in a non-voting capacity. They do not take part in the decision-making process and are not considered as members of the board of directors.

Art. 20 — Powers

The board of directors has power for the administration of the association. In addition, the board of directors exercises all the powers not expressly reserved to the general assembly by the law or the present statutes.

The board of directors can decide to delegate decisions on specific matters to the secretary general.

Its powers are exercised collegially.

Art. 21 — President and vice-president

The board of directors elects a president and a vice-president from among its members for a period of six months starting on the 1st of October or the 1st of April. Unless decided unanimously by the members of the Board, the outgoing vice-president (or the current

TITRE V — CONSEIL D'ADMINISTRATION

Art. 19 — Composition

L'association est administrée par un conseil d'administration composé de deux fois autant d'administrateurs que de membres effectifs, et du secrétaire général (avec voix consultative).

Conformément à l'article 2:55 de la Loi, lorsqu'une personne morale est nommée administrateur, elle est tenue de désigner une personne physique comme représentant permanent pour exercer le mandat au nom et pour le compte de la personne morale.

Le conseil d'administration est composé de deux représentants de chaque membre effectif désigné par les autorités compétentes de cette institution (un représentant et un conseiller).

La liste des membres du conseil d'administration est établie sur proposition de chaque institution membre effectif et approuvée par l'assemblée générale statuant suivant ses règles ordinaires de vote.

Le mandat d'un administrateur prend fin immédiatement si l'administrateur concerné ne peut plus représenter son institution.

Le mandat de membre du conseil d'administration n'est pas rémunéré.

Les chefs d'établissement des institutions membres associés, ou leurs représentants, sont invités à assister au conseil d'administration sans droit de vote. Ils ne participent pas au processus décisionnel et ne sont pas considérés comme des membres du conseil d'administration.

Art. 20 — Pouvoirs

Le conseil d'administration est chargé de l'administration de l'association. En outre, le conseil d'administration exerce tous les pouvoirs qui ne sont pas expressément réservés à l'assemblée générale par la loi ou les présents statuts.

Le conseil d'administration peut décider de déléguer au secrétaire général des décisions sur des sujets spécifiques.

Ses pouvoirs sont exercés collégialement.

Art. 21 — Président et vice-président

Le conseil d'administration élit parmi ses membres un président et un vice-président pour une période de six mois commençant le 1^{er} octobre ou le 1^{er} avril. Sauf décision unanime

permanent representative of that member institution) shall be candidate to the next mandate of the president.

If the president is unable to act, his functions are assumed by the vice-president.

Art. 22 — Secretary general

The secretary general is appointed by the general assembly, upon proposition by the board of directors, for a renewable mandate of 2 years. She/he is preferably an academic coming from one of the full-member institutions and seconded to work for the association. The role of the secretary general is to assist and coordinate the different activities and projects undertaken jointly by the members, and to manage the day-to-day operation of the association, including the secretariat of the general assembly and the board of directors.

She/he has also a function of external representation (e.g. towards external funding bodies, political authorities and other associations sharing similar aims).

Art. 23 — Meetings, deliberations

The board of directors meets when convened by the president or at the request of a director addressed to the president. The board of directors can only validly deliberate on the items on the agenda and if at least two thirds of its members are present or represented.

The full members may each be represented by a person other than the permanent representative, provided that notification is made to the president of the board of directors, in writing, prior to the start of the meeting.

Each paid-up full member has one vote.

Resolutions are passed by a two-thirds majority of the votes of the members of the board of directors taking part in the vote. They are recorded in the form of minutes, signed by the president or a director and the secretary general, entered in a special register and sent electronically to all members.

Art. 24 — Control

If necessary and in any case when required by the Law, the association entrusts the audit of the financial situation of the association, of the annual accounts and of the regularity of the operations to be recorded in the said accounts, to one or more auditors appointed for a period of one year by the general assembly from among the members of the Institute of Company Auditors.

des membres du conseil d'administration, le Vice-Président sortant (ou le représentant permanent actuel de l'institution membre) est candidat au prochain mandat de Président.

En cas d'empêchement du président, ses fonctions sont assumées par le vice-président.

Art. 22 — Secrétaire général

Le secrétaire général est nommé par l'assemblée générale, sur proposition du conseil d'administration, pour un mandat renouvelable de 2 ans. Elle/il est, de préférence, une ou un universitaire issu(e) de l'une des institutions membres effectifs et détaché(e) pour travailler pour l'association. Le rôle du secrétaire général est d'assister et de coordonner les différentes activités et projets entrepris conjointement par les membres, et de gérer le fonctionnement quotidien de l'association, y compris le secrétariat de l'assemblée générale et du conseil d'administration.

Elle/il a également une fonction de représentation externe (par exemple auprès des organismes de financement externes, des autorités politiques et d'autres associations partageant des objectifs similaires).

Art. 23 — Réunions, délibérations

Le conseil d'administration se réunit sur convocation du président ou à la demande d'un administrateur adressée au président. Le conseil d'administration ne peut valablement délibérer sur les points inscrits à l'ordre du jour que si au moins deux tiers de ses membres sont présents ou représentés.

Les membres effectifs peuvent se faire représenter par une personne autre que le représentant permanent, à condition de le notifier par écrit au président du conseil d'administration avant le début de la réunion.

Chaque membre effectif en ordre de cotisation dispose d'une voix.

Les résolutions sont adoptées à la majorité de deux tiers des voix des membres du conseil d'administration participant au vote. Elles sont consignées dans un compte-rendu, signé par le président ou un administrateur et le secrétaire général, inscrites dans un registre spécial et envoyées par voie électronique à tous les membres.

Art. 24 — Contrôle

Si nécessaire et en tout cas lorsque la Loi l'exige, l'association confie le contrôle de la situation financière de l'association, des comptes annuels et de la régularité des opérations à constater dans lesdits comptes, à un ou plusieurs commissaires nommés pour une période d'un an par l'assemblée générale parmi les membres de l'Institut des Réviseurs d'Entreprises.

The emoluments of the auditor(s) are fixed by the general assembly at the time of appointment.

Outgoing auditors can be appointed again.

Art. 25 — Representation

The association is validly represented in court and elsewhere either by the president of the board of directors, or by the secretary general.

Within the limits of the daily management, the association is validly represented by the secretary general.

TITLE VI — FINANCIAL YEAR, DISSOLUTION

Art. 26 — Financial year and accounting records

The financial year shall begin on the first of January and end on the thirty-first of December of each year.

The accounts for the past financial year and the budget for the following financial year shall be submitted annually to the ordinary general assembly for approval. They shall be kept and deposited with the registry of the *tribunal des entreprises* of Brussels and, where applicable, with the National Bank in accordance with the legal provisions.

Art. 27 — Dissolution, liquidation

The general assembly shall be convened to deliberate on the proposal for dissolution, submitted by the board of directors or by at least a quarter of the full members.

The decision of dissolution is taken under the ordinary conditions of quorum and majority required for the general assembly as defined in article 18.

If the proposal for dissolution is approved, the general assembly shall appoint one or more liquidators whose competences it shall determine. This appointment shall be decided by the general assembly by an ordinary majority. In the cases provided for by the Law, the appointment of the liquidator(s) must be submitted to the president of the *tribunal de l'entreprise* of Brussels for confirmation.

The liquidators are competent for all acts necessary or useful for the liquidation in accordance with Articles 2:121 and 2:122 of the Law.

In the event of dissolution and liquidation, an extraordinary meeting of the general assembly shall decide on the allocation of the association's assets, provided that this allocation is made to a disinterested purpose.

Les émoluments du ou des réviseurs sont fixés par l'assemblée générale lors de leur nomination.

Les réviseurs d'entreprises sortants peuvent être nommés à nouveau.

Art. 25 — Représentation

L'association est valablement représentée en justice et ailleurs soit par le président du conseil d'administration, soit par le secrétaire général.

Dans les limites de la gestion journalière, l'association est valablement représentée par le secrétaire général.

TITRE VI — ANNÉE COMPTABLE, DISSOLUTION

Art. 26 — Année comptable et comptabilité

L'exercice financier commence le premier janvier et se termine le trente et un décembre de chaque année.

Les comptes de l'exercice écoulé et le budget de l'exercice suivant sont soumis annuellement à l'approbation de l'assemblée générale ordinaire. Ils sont tenus et déposés au greffe du tribunal de l'entreprise de Bruxelles et, le cas échéant, à la Banque nationale, conformément aux dispositions légales.

Art. 27 — Dissolution, liquidation

L'assemblée générale est convoquée pour délibérer sur la proposition de dissolution présentée par le conseil d'administration ou par un quart au moins des membres effectifs.

La décision de dissolution se prend aux conditions ordinaires de quorum et de majorités requises pour l'assemblée générale telles que définies par l'article 18.

Si la proposition de dissolution est approuvée, l'assemblée générale nomme un ou plusieurs liquidateurs dont elle détermine les compétences. Cette nomination est décidée par l'assemblée générale à la majorité ordinaire. Dans les cas prévus par la Loi, la nomination du ou des liquidateurs doit être soumise au président du tribunal de l'entreprise pour confirmation.

Les liquidateurs sont compétents pour tous les actes nécessaires ou utiles à la liquidation conformément aux articles 2:121 et 2:122 de la Loi.

En cas de dissolution et de liquidation, une réunion extraordinaire de l'assemblée générale décide de l'affectation des biens de l'association, à condition que cette affectation soit faite dans un but désintéressé.

All decisions relating to the dissolution, the conditions of the liquidation, the appointment and termination of the liquidator(s), the closure of the liquidation, as well as the allocation of the net assets, shall be filed with the registry of the *tribunal des entreprises* of Brussels and published.

TITLE VII — GENERAL PROVISIONS

Art. 28 — Internal regulations

Internal rules may be drawn up by the board of directors.

Such internal regulations may not contain provisions

- (a) contrary to mandatory legal provisions or the statutes;
- (b) relating to matters for which the Law requires a statutory provision; or
- (c) relating to the rights of members, shareholders or members, the powers of the organs or the organisation and functioning of the general assembly.

The rules of procedure and any amendments thereto shall be communicated to the members, in accordance with Article 2:32 of the Law. The statutes shall refer to the latest approved version of the internal rules. The board of directors may adapt this reference in the articles and publish it.

Art. 29 — General legal provisions

For all matters not provided for in these articles of association, reference is made to the applicable legal provisions.

Art. 30 — Financial liability

There is no financial liability of the members of the association.

Toutes les décisions relatives à la dissolution, aux conditions de la liquidation, à la nomination et à la révocation du ou des liquidateurs, à la clôture de la liquidation, ainsi qu'à l'affectation de l'actif net, sont déposées au greffe du tribunal de l'entreprise de Bruxelles et publiées.

TITRE VII — DISPOSITIONS GÉNÉRALES

Art. 28 — Règlement d'ordre intérieur

Un règlement d'ordre intérieur peut être établi par le conseil d'administration.

Ce règlement d'ordre intérieur ne peut contenir de dispositions

- (a) contraires aux dispositions légales impératives ou aux statuts ;
- (b) relatives à des matières pour lesquelles la Loi exige une disposition statutaire ; ou
- (c) relatives aux droits des membres, des actionnaires ou des adhérents, aux pouvoirs des organes ou à l'organisation et au fonctionnement de l'assemblée générale.

Le règlement d'ordre intérieur et ses modifications sont communiqués aux membres, conformément à l'article 2:32 de la Loi. Les statuts font référence à la dernière version approuvée du règlement d'ordre intérieur. Le conseil d'administration peut adapter cette référence dans les statuts et la publier.

Art. 29 — Dispositions légales générales

Pour tout ce qui n'est pas prévu dans les présents statuts, il est fait référence aux dispositions légales applicables.

Art. 30 — Responsabilité financière

Les membres de l'association n'ont aucune responsabilité financière.

EXPLANATORY NOTE (NOT PART OF FORMAL ORDINANCE)

The General Council is the body of graduates of the University. Its membership and registration details are currently governed by two Ordinances, which are out of date. A single new draft Ordinance has been produced.

In summary, the changes are:-

1. Simplification and rationalisation, so that the General Council membership relates to all degrees and joint degrees (not to any other awards – e.g. certificates and diplomas).
2. There is now no General Council fee, which makes matters simpler than before, so that references to people paying fees, or electing to pay fees, are no longer relevant.
3. Removal of some administrative matters that are obsolete, and replacement with shorter and simpler text regarding administration.
4. Some modernisation of language.

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF GLASGOW

NO. 211 (GENERAL COUNCIL MEMBERSHIP AND REGISTRATION)

WHEREAS the Universities (Scotland) Act 1966, section 3(1) and Schedule 2, Part I, paragraph 1, empowers the University Court to amend the composition, powers and functions *inter alia* of the General Council;

AND WHEREAS the Universities (Scotland) Act 1966, section 10(1) provides that the University Court shall cause to be maintained a register of members of the General Council in accordance with conditions to be prescribed by Ordinance;

AND WHEREAS the University Court deems it expedient to alter the arrangements relating to General Council Membership and Registration of the University of Glasgow, as presently governed by University Court Ordinances Nos. 183 and 200, and to consolidate the provisions relating to the membership of, and registration relating to, the General Council:

THEREFORE the University Court, in exercise of the powers conferred upon it by section 3 of, and paragraphs 1 and 5 of Part I of Schedule 2 to, the Universities (Scotland) Act 1966 and of all other powers enabling it in that behalf, and having sent a draft of this Ordinance to the Senatus Academicus and the General Council, displayed notices and taken into consideration any representations, all as required by that Act, hereby statutes and ordains as follows, with reference to the University of Glasgow:

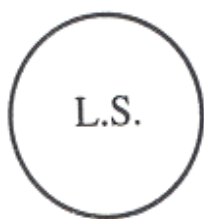
- 1 The General Council of the University of Glasgow (“the University”) shall consist of:
 - (a) all persons on whom the University has conferred degrees and joint degrees other than Honorary Degrees;
 - (b) during their tenure of office:
 - (i) the Chancellor of the University;
 - (ii) the members of the University Court (“the Court”);
 - (iii) the Professors in the University;
 - (iv) all Readers, Senior Lecturers and Lecturers in the University;
 - (c) those former members of the Court and former Professors who have requested to remain members of the General Council.
- 2 The Court shall from time to time appoint a Registrar of the General Council (“the Registrar”) upon such conditions as the Court may determine and shall provide such assistance for the performance of the Registrar’s duties as it may consider suitable. The office of Registrar may be held with that of the Clerk of the General Council or with any other office in the University.
- 3 The Registrar shall ensure that a Register of Members (“the Register”) is maintained, recording:
 - (a) the full name and last known address of all surviving persons upon whom the University has conferred a degree or joint degree;
 - (b) the full name and last known address of all other surviving members of the General Council and the office by virtue of which each qualifies for membership and the year of entry into the Register;

provided that, for the purposes of this section, no member shall be deemed to survive the one hundredth anniversary of his, her or their first graduation unless the contrary is known.
- 4 The Registrar shall arrange for the Register to be kept up to date and abide by all relevant legislation in maintaining the Register.
- 5 If any person whose name is not included in the Register shall consider that it should be so included, it shall be competent for that person to appeal to the Court and if the Court judges that the person’s name should be included in the Register in terms of this Ordinance, the Court shall direct the Register to be amended accordingly. The judgment of the Court shall be final.
- 6 The provisions contained in section 1 of this Ordinance shall be in place of the provisions relating to the composition of the General Council of the University of Glasgow contained in:
 - (a) section 6 of the Universities (Scotland) Act 1858;

- (b) section 28 of the Representation of the People (Scotland) Act 1868;
- (c) section 2 of the Universities (Scotland) Act 1922.

- 7 Ordinances of the Court Nos. 183 (General Council Membership and Registration) and 200 (Additional Regulations as to the Membership of the General Council) are hereby revoked.
- 8 This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Glasgow, and subscribed on behalf of the said University Court as required by Ordinance of the University Court No. 177.



Member of the University Court

University Secretary



At the Court at Buckingham Palace

THE 14th DAY OF MARCH 1979

PRESENT,

THE QUEEN'S MOST EXCELLENT MAJESTY
IN COUNCIL

Whereas the University Court of the University of Glasgow did on the 20th day of September 1978 in pursuance of the power vested in them by section 3 of the Universities (Scotland) Act 1966 make an Ordinance, No. 183 [General Council Membership and Registration]:

And whereas the provisions of the said Act relating to the making of the said Ordinance have been complied with:

And whereas the said Ordinance has been referred to the Scottish Universities Committee of the Privy Council, who have reported to Her Majesty that in their opinion the said Ordinance may properly be approved:

Now, therefore, Her Majesty, having taken the said Ordinance (a copy of which is hereunto annexed) into consideration, is pleased, by and with the advice of Her Privy Council, to declare, and doth hereby declare, Her approval of the same.

N. E. Leigh

(551694 1, 1, 45)

ORDINANCE referred to in the foregoing Order in Council

UNIVERSITY OF GLASGOW

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY of GLASGOW
No. 183 [GENERAL COUNCIL MEMBERSHIP and REGISTRATION].

AT GLASGOW, the Twentieth day of September, Nineteen hundred and Seventy-eight.

WHEREAS the Universities (Scotland) Act 1966 Section 10 (1) provides that the University Court shall cause to be maintained a register of members of the General Council in accordance with conditions to be prescribed by Ordinance:

AND WHEREAS the University Court of the University of Glasgow is desirous of consolidating the provisions relating to the composition, powers and functions of the General Council:

THEREFORE the said University Court, in exercise of the powers under Section 3 of the Universities (Scotland) Act 1966, and of all other powers enabling it in that behalf, hereby statutes and ordains as follows:

- see ord 200*
1. The General Council of the University of Glasgow shall consist of:
 - (a) all persons on whom the University has conferred degrees other than Honorary Degrees;
 - (b) during their tenure of office—
 - (i) the Chancellor of the University;
 - (ii) the members of the University Court;
 - (iii) the Professors of the University;
 - (iv) all Readers, Senior Lecturers and Lecturers in the University who have held any such office in the University for a period of one year;
 - (c) those former members of the University Court and former Professors who have elected to pay the statutory registration fee, if any.
 2. The University Court shall from time to time appoint a Registrar of the General Council upon such conditions as the Court may determine and shall provide such assistance for the performance of his duties as it may consider suitable. The office of Registrar may be held with that of the Clerk of the General Council or with any other office in the University.
 3. The Registrar shall ensure that a Register of Members is maintained recording in alphabetical order:
 - (a) the full name and last known address of all surviving persons upon whom the University has conferred an academic degree;
 - (b) the full name and last known address of all other surviving members of the General Council and the office in virtue of which each qualifies for membership and the year in which he entered thereon;
- provided always that, for the purposes of this section, no member shall be deemed to survive the eightieth anniversary of his first graduation unless the contrary is known.

4. The Registrar shall arrange for the annual revision of the Register and for this purpose the Register shall be closed on 31st December each year or on such other date as the University Court may determine. A copy of the revised Register shall thereafter be prepared for authentication by the Vice-Chancellor or by a deputy appointed for this purpose by the University Court, which authentication shall be by the signature of the Vice-Chancellor or his deputy of the final page of the revised Register. Subject to the provisions of Section 6 hereof, the authenticated copy shall then be conclusive, during the ensuing year, of the right of any member of the General Council to vote in any election of a Chancellor or of an Assessor to the University Court or on any other business on which a vote may be required at meetings of the General Council.

5. The authenticated copy of the Register shall be open to inspection at reasonable times in the office of the Registrar.

6. If any person whose name is not included in the Register shall consider that it should be so included, it shall be competent for him to appeal to the University Court and if the Court judges that his name should be included in the Register in terms of this Ordinance, it shall direct the Registrar to amend the Register accordingly. The judgment of the Court shall be final.

7. The University Court shall have power to decide whether a fee shall be required as a ~~condition of graduation~~ in any degree or as a condition of membership of the General Council for ~~those categories of persons mentioned~~ in Section 1 (c) of this Ordinance, and to fix the amount of any such fee.

8. The provisions contained in Section 1 of this Ordinance shall be in place of the provisions relating to the composition of the General Council of the University of Glasgow contained in:

- (a) Section of the Universities (Scotland) Act 1858;
- (b) Section 28 of the Representation of the People (Scotland) Act 1868;
- (c) Section 2 of the Universities (Scotland) Act 1922.

9. Sections 1 and 10 of Ordinance of the Commissioners under the Universities (Scotland) Act 1889 No. 9 (General No. 4) are hereby repealed in so far as they relate to the University of Glasgow.

10. This Ordinance shall come into force from and after the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Glasgow, and subscribed on behalf of the said University Court as required by Ordinance of the University Court No. 177.

(L.S.) R. A. RANKIN
Member of University Court

JAMES McCARGOW
Secretary of the University Court



At the Court of Saint James's

THE 26th DAY OF JUNE 1997

PRESENT,

THE COUNSELLORS OF STATE
IN COUNCIL

WHEREAS Her Majesty, in pursuance of the Regency Acts 1937 to 1953, was pleased, by Letters Patent dated the 18th day of June 1997, to delegate to the six Counsellors of State therein named or any two or more of them full power and authority during the period of Her Majesty's absence from the United Kingdom to summon and hold on Her Majesty's behalf Her Privy Council and to signify thereat Her Majesty's approval for anything for which Her Majesty's approval in Council is required:

AND WHEREAS the University Court of the University of Glasgow did, on the 12th day of February 1997, in pursuance of the power vested in them by section 3 of the Universities (Scotland) Act 1966, make an Ordinance No. 200 - Additional Regulations as to the Membership of the General Council:

AND WHEREAS the provisions of the said Act relating to the making of the said Ordinance have been complied with:

AND WHEREAS the said Ordinance has been referred to the Scottish Universities Committee of the Privy Council, who have reported to Her Majesty that in their opinion the said Ordinance may properly be approved:

NOW, THEREFORE, His Royal Highness The Prince Charles, Prince of Wales, and His Royal Highness The Prince Andrew, Duke of York, being authorised thereto by the said Letters Patent, have taken the said Ordinance (a copy of which is hereunto annexed) into consideration, and do hereby, by and with the advice of Her Majesty's Privy Council, on Her Majesty's behalf declare approval of the same.

N. H. Nicholls

Ordinance referred to in the foregoing Order in Council

UNIVERSITY OF GLASGOW

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF
GLASGOW NO. 200 - Additional Regulations as to the Membership of the
General Council

AT GLASGOW the Twelfth day of February Nineteen Hundred and Ninety-Seven.

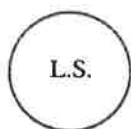
WHEREAS the University Court of the University of Glasgow deems it expedient to make additional regulations as to the membership of the General Council:

THEREFORE the University Court of the said University (the "University Court"), in exercise of its powers under section 3 of the Universities (Scotland) Act 1966 and paragraph 1 of Part 1 of Schedule 2 to that Act and of all other powers enabling it in that behalf, and having sent a draft of this Ordinance to the Senatus Academicus and the General Council, displayed notices and taken into consideration any representations, all as required by section 4 of that Act, hereby statutes and ordains as follows, with reference to the University of Glasgow:

1. The General Council of the University of Glasgow shall consist of:
 - (a) subject to paragraph (b) below, all persons on whom the University has conferred degrees other than Honorary Degrees and who have paid the statutory registration fee;
 - (b) all persons on whom the University has conferred the following degrees and who have elected to pay the statutory registration fee:
BA in Design at the Glasgow School of Art
BA in Fine Art at the Glasgow School of Art
MDes at the Glasgow School of Art
MFA at the Glasgow School of Art
MPhil in Art and Design in Organisational Contexts
MPhil in Design Theory
BEd at St Andrew's College of Education;
 - (c) during their tenure of office:
 - (i) the Chancellor of the University;
 - (ii) the members of the University Court;
 - (iii) the holders of Appointed and Personal Chairs in the University;
 - (iv) all Readers, Senior Lecturers and Lecturers in the University;
 - (d) those former members of the University Court and former Professors who have elected to pay the statutory registration fee;
2. The University Court shall have power to decide whether a fee shall be required as a condition of graduation in any degree or as a condition of membership of the General Council for those categories of persons mentioned in Sections 1 (a), (b) and (d) of this Ordinance, and to fix the amount of any such fee;
3. Section 1 and Section 7 of Ordinance of the University Court No. 183 (General Council membership and registration) are hereby revoked;

4. This Ordinance shall come into force from and after the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents
are sealed with the Common Seal of the
University Court of the University of
Glasgow, and subscribed on behalf of the
said University Court as required by
Ordinance of the University Court No. 177



J. H. FORBES MACPHERSON
Member of the University Court

DUGALD M. MACKIE
Secretary of the University Court

University of Glasgow

Court: 16 April 2024

Report of the meeting of Student Experience Committee held on Wednesday 17 January 2024

Dr David Duncan and Ms Hailie Pentleton-Owens, Co-Conveners

All items are for information.

1. MySRC App

Mr Jamie Small, Marketing and Communications Lead at the SRC, presented an update on the MySRC App (available from the usual App stores).

The aim of the App was to improve students' experience through increased awareness of the Students Representatives Council. The focus was primarily on members of clubs and societies, but some elements would be useful to all students.

The App, first launched in 2022, had been updated for relaunch under the new MySRC name. The app now featured a dynamic homepage which could be personalised according to a student's interests, which updated regularly with current events and activities and used the strapline "Your SRC, Your way". It was intended that this would promote a sense of developing a relationship with the SRC community while facilitating access to clubs and societies (which students could join via the app) and to events (for which they could buy or book tickets via the app). The app also provided easier access to volunteering opportunities and a means of logging volunteering activity in a personal skills record which could lead to formal recognition, e.g. through Saltire Awards.

The first iteration of the app had gathered approximately 2600 users in each year. The new app currently had 7000 users which comfortably exceeded the target of doubling the number of users. More new users were expected to sign up at the beginning of each session. There had also been a 23% uplift in sales and transactions made via the app to approximately £9000. Future growth plans would be driven by additional marketing, closer working with clubs and societies, the introduction of incentives and developing partnerships with other campus organisations such as GUSA and cross promotion with the UofG Sport App.

SEC members made the following comments.

- Addition of information on the role of the Rector. It was noted that the Rector's surgeries were advertised but information about the Rector and what she does was not. Mr Small reported that information was provided on the SRC website with links through from the app.
- It was suggested that the app could be promoted to students before they arrive at the University. Ms Fernandes invited Mr Small to present the app to the External Relations team.
- In response to a question about including information on the app in PGR inductions, Mr Small confirmed that the SRC induction presentations provided a broad overview of the SRC including the app.

- Ms Davidson asked if Dumfries events could also be advertised via the app. Mr Small confirmed that any student-led events could be included. Students should contact the app team with the details.

2. Postgraduate Research Annual Report

Mrs Kiran Faisal presented the annual report on Postgraduate Research Students. The report summarised activity during the 2022-23 session and had been prepared by the PGT Policy and Researcher Development Teams.

Mrs Faisal highlighted a number of points from the Report, including the PGR Absence Policy, which had now been embedded in the PGR Code of Practice alongside warnings on the impact of absences. It was hoped this would improve the visibility of the policy and encourage PGR students to report their time off. She also reported that the PGR Committee was engaged in discussion regarding government export controls and the consequences for the PGR experience. In response to a question, Mrs Faisal reported that the Colleges of Social Sciences and Medicine, Veterinary & Life Sciences were worst affected by export controls. More detailed statistics could be provided if required. Artificial Intelligence had also been a topic of much discussion. Students and supervisors had attended a townhall meeting to explore some of the issues and to inform a policy being drafted by Research Services. Professor Hendry welcomed this information noting that most of the guidance issued so far had focussed on UG and PGT students. Following consultation and scoping of business needs, a 1-year pilot of the events management platform Inkpath had been procured and launched in October 2023. The platform allowed researchers to plan, reflect and track their development activities. The pilot would be reviewed after a year with a view to longer term adoption.

Ms Taylor commented on the proposal to capture additional data on applicants as part of the process of identifying supervisors. The additional EDI data would allow monitoring of the success rates of applicants with protected characteristics against those without to ensure the process was fair and equitable.

Mrs Faisal reported that 300 PGR students had participated in induction events in October and January. 41% had rated these events as very good or excellent.

The Committee noted the following points from the PGR Experience Survey launched in May 2023.

- 908 responses were received, which represented 21% of the population. This was slightly lower than the previous year due to the later launch of the survey. 49% of respondents were international students and the James Watt School of Engineering had the highest response at School level.
- Overall satisfaction was 81%, up 3% on last year.
- 83% of respondents expected to complete their degree within the agreed timescale.
- Understanding of research integrity was very high (98-100%) across all four colleges.
- 84% of respondents agreed that they were well informed by communications from the University. 43% felt they received too many emails with 32% also agreeing that the volume of emails meant they missed information that was necessary to them. Despite this, respondents also strongly agreed that emails were their main source of information.
- In the general improvement section, the need to establish better community and opportunities to interact with other students came through strongly as it had last year.

In response to questions, it was reported that the PGR experience survey was managed in-house and ran every summer as one of four PGR surveys that also covered support (including academic support), exit points and views at one-year in. Members suggested that some of the questions might be too leading and that it would be worth revisiting the phrasing and considering alternatives that might provide useful insights. Ms Taylor noted that other experience surveys were analysed by protected characteristics and suggested this might help link the responses with complaints data. Paul O'Donnell in Planning, Insights & Analytics would be able to advise further.

3. Cost of Living Action Group

The Convener of CoLAG, Mrs Weir, gave a brief update on recent work undertaken by the Group.

- 83 awards had been made from the Hardship fund, totalling £133,000 so far
- Discretionary childcare funds were available
- Financial aid showed a similar trend to last year with funds being used for emergency situations such as loans not being paid in time, loss of wages due to sickness and the general rising cost of living.
- Winter fuel payments of £150 had been made to 420 students who were in receipt of hardship or discretionary funds.
- Food vouchers were also available. These were particularly useful as they were easy to use and did not impact on other benefits.

Mrs Weir reported that the group was monitoring the use of the various funds to enable early action to be taken should any shortfall be anticipated.

University of Glasgow

Court: 16 April 2024

Report of the meeting of Student Experience Committee held on Thursday 14 March 2024

Dr David Duncan and Ms Hailie Pentleton-Owens, Co-Conveners

All items are for noting. The minutes from the January meeting of the SEC are also attached for information.

1 Strategic Risk

The Committee received a presentation on Strategic Risk from Mr Craig Chapman-Smith, who flagged the 14 risks managed by SMG in the strategic risk register. SEC was asked to consider the non-academic student experience risk, along with its sister risk, the student learning experience.

The SEC discussed aspects of the non-academic student experience, including the accuracy of risk descriptions and assigned scores, comparison with other institutions, and emerging trends. SEC would discuss their risk routinely, in line with Audit and Risk Committee/SMG timelines, to provide input and maintain a proactive risk management approach.

2 Complaints Annual Report

The Committee reviewed the annual Complaints report, noting initial delays due to staff changes, which have since improved. There had been a slight decrease in both Stage 1 and Stage 2 complaints, showing progress in earlier issue resolution. Collaboration with colleagues was being prioritised, aiming for resolution at Stage 1.

SEC was reminded of the challenges inherent in the complaint resolution process, noting the potential for time-consuming engagement, wherein complainants may intermittently participate before re-engaging. Factors such as case complexity, the volume of complaints, and existing backlog contributed also. Despite these challenges, the Complaints team was committed to streamlining the process wherever possible. Efforts were underway to address various factors impacting progress, including logistical challenges in bringing together key individuals for meetings.

Furthermore, with the increased staffing in the team, the ability to conduct detailed analysis had improved. Access to comprehensive data now allowed for a more nuanced understanding of issues. The Team was actively engaging with Colleges and individuals to gain insights into specific concerns and experiences.

3 Substance Abuse and Harm Reduction Initiative

SEC noted that this initiative mirrored previous efforts on homelessness in the community, reflecting the University's commitment to addressing pressing social issues. There was significant expertise

across various academic disciplines and a groundswell of interest and concern across staff and students. The proposed initiative would raise awareness of the issue and apply academic expertise to address substance abuse issues both within and beyond the community. The project was being scoped, working with key stakeholders.

The SRC President noted the evolution of the project beyond the initial scope originally prepared by SRC, which had largely focussed on the issues in the institution, particularly the Code of Conduct and related policies. Dr Duncan acknowledged that this aspect had to be integrated into an overall project plan but once a project manager was in place, they would coordinate the various work streams and provide clarity on timing. Assurance was given that they would not lose sight of the SRC perspective, and ensure it was built into the framework.

Dr Duncan confirmed that discussions would be held with SRC colleagues to ensure all were involved and informed the scope. Engagement with external organisations, such as local authorities, police and charities was envisaged.

4 Review of Disability and Reasonable Adjustments

The University was reassessing its approach to supporting disabled students due to rising numbers. Instead of relying solely on subject-based disability coordinators, it's considering a shift towards full-time roles within each college to ensure better support and timely implementation of adjustments. A pilot program in the College of Arts and Humanities will test this approach, with potential expansion pending its success. Efforts are also underway to enhance support for disabled staff through P&OD and ED&I. Infrastructure updates aim to improve the experience for disabled students, including early identification of complex needs and sharing adjustments via MyCampus. Staff training is being intensified, spurred by recent legal developments at Bristol University regarding disability discrimination.

5 SRC Campaigns

Ms Pentleton reported on SRC's two main campaign focuses. The first, 'Cost of Learning', explored the impact of time poverty, digital poverty, and the cost-of-living crisis on the student experience. Work was being consolidated into recommendations, including standardised paid placement transport costs, reviewing digital resources and quality of access.

The second, 'Disabling the Narrative' campaign, aimed to educate disabled students about their rights and support available to them at the University. This would highlight examples of inclusive curriculum design to staff, engage with current policy issues and highlight systemic and cultural issues by raising awareness. The conversation would be kickstarted through an event in collaboration with the College of Social Sciences and provide a space for staff to engage with subject matter experts and specialists in inclusive curriculum design.

6 Student Wellbeing Framework Review

The nine recommendations from the review had been categorised into four main themes and the Group had discussed linking student wellbeing more explicitly to the Student Experience Strategy. Next steps would include reviewing and prioritising the recommendations, with discussions ongoing with relevant stakeholders. The priorities would be shared at the next meeting of the SEC.

7 Cost of Living Action Group (CoLAG)

The Committee noted the recent work undertaken by CoLAG and the consistent trends in funds requested by students, mainly for food, accommodation, and energy costs.

An intern had been working since January to gather sector-wide data on the cost-of-living crisis and was developing a questionnaire to better understand its impact on students. Work to date included desk research, survey administration, and analysis with potential focus groups. Efforts were being made to reduce the questionnaire length, aiming for release in the next few weeks. The intern's role was due to end in April, but there was still considerable work ahead. Ms Weir flagged that this might necessitate a pause to reassess the feasibility of the project.

CoLAG was also exploring the use of remaining funds provided by the Scottish Funding Council Digital Poverty Grant. However, due to strict criteria, flexibility of its use may be limited.

8 Student Experience Strategy

The strategy implementation roadmap continued to evolve, with some projects more complex and taking longer than initially planned due to various factors. As a result, the roadmap has become longer and thinner than initially anticipated. Currently, nine out of fourteen projects were approved, with plans to bring three more for approval to the Student Experience Strategy Delivery Board by end of March, with another two following in April. By the next SEC, the aim was to have all projects through the business case process, with implementation to follow. Ongoing institutional liaison and strategy coordination were underway, including engagement with student/staff communities for input on current and future projects.

9 Why Sport is not a commercial service

The Committee noted the paper provided by the GUSA President, raising concerns regarding the substantial increase in sport membership fees. The paper emphasised the importance of sports and recreation in enhancing the student experience and the need for accessibility. Mr Killmann proposed three actions: delaying final decisions on revenue increases, formal recognition of sport's importance, and retaining benefits for first-year students, suggesting either accommodation-specific or broader discounts. The recent development of relocating Sport under Student Services was considered to be a positive step.

Members shared personal experiences and perspectives on the impact of upfront payments and accommodation benefits on student engagement and integration. They expressed support for maintaining benefits for first-year students and exploring alternative payment models to address affordability.

Dr Duncan and Dr Bowering agreed to consider concerns regarding first-year students and upfront payments for gym memberships, aiming to find a solution to retain students beyond their first year while ensuring financial viability. Opinions varied on the fairness of the first-year accommodation discounts. It was agreed that minor adjustments should be considered.

Court Context Card 17 April 2024 - REPORT FROM Finance Committee

Speaker	Gavin Stewart
Speaker role	Finance Committee Convenor
Paper Description	Finance Committee Report to Court
Topic last discussed at Court	Feb-24
Topic discussed at Committee	Mar-24
Court members present	Court members present at last meeting: J Loukes, E Passey, S Hoggan, G Stewart, D Haydon, S Kennedy
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion
Paper Summary	
<p>The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and it was noted that two budget scenarios continued to be developed and would come to the May meeting for discussion and approval.</p> <p>The Committee noted the update on the College budget meetings held to date and the thematic strategy meetings and outlined the targets and assumptions that had been used in the consolidated budget for 2024/25. The Committee noted that the next steps of the planning and budgeting process included a further round of Budget holder meetings to close any remaining gaps to target, preparation of a final consolidated institutional budget and analysis, the Principal's budget meeting and approval, and then finally submission to Finance Committee and Court. The Committee discussed the importance of the University remaining within its Operating Margin target.</p> <p>The Chair outlined the recent Court Effectiveness Review and invited members to provide feedback on the interaction with other Court Committees and the coversheet used for Court and, in due course, committee papers.</p> <p>The Committee approved the investment requests for £3.25m to extend the life of 40 Bute Gardens, £2.5m for VRF CL3 Animal Suite, and £14.3m for the Investment Zone – Plot J and Plot G, noting the last of these was not in Investment Plan and that steps were intended to be taken to ensure adjustments were made where necessary to cover this cost.</p> <p>The Committee received an update from GC on: Finance Strategy and Risk Update, RCF, and issues surrounding the CBRE contract and next steps</p> <p>The detailed report for item FC/2023/45- Executive Directors report is attached as Annex 1.</p>	
Topics to be discussed	As Court wishes
Action from Court	to note the report
Recommendation to Court	N/A
Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022
Demographics	
% of University	100% students 100% staff
Operating stats	
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities
Campus	All
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	FRS 102 Financial Reporting Standards
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 27 March 2024

Present:

Gavin Stewart (GS (Chair)), Gregor Caldw (GC), Prof Dan Haydon (DH), Prof Simon Kennedy (SK), Jonathan Loukes (JL), Arleen McGichen (AMc), Prof Anton Muscatelli (AM), Elizabeth Passey (EP)

In attendance:

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

Apologies:

Elspeth Orcharton, Hailie Pentleton-Owens, David Thompson

FC/2023/36. Summary of main points

- The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and it was noted that two budget scenarios continued to be developed and would come to the May meeting for discussion and approval.
- The Committee noted the update on the College budget meetings held to date and the thematic strategy meetings and outlined the targets and assumptions that had been used in the consolidated budget for 2024/25. The Committee noted that the next steps of the planning and budgeting process included a further round of Budget holder meetings to close any remaining gaps to target, preparation of a final consolidated institutional budget and analysis, the Principal's budget meeting and approval, and then finally submission to Finance Committee and Court. The Committee discussed the importance of the University remaining within its Operating Margin target.
- The Chair outlined the recent Court Effectiveness Review and invited members to provide feedback on the interaction with other Court Committees and the coversheet used for Court and, in due course, committee papers.
- The Committee approved the investment requests for £3.25m to extend the life of 40 Bute Gardens, £2.5m for VRF CL3 Animal Suite, and £14.3m for the Investment Zone – Plot J and Plot G, noting the last of these was not in Investment Plan and that steps were intended to be taken to ensure adjustments were made where necessary to cover this cost.
- The Committee received an update from GC on: Finance Strategy and Risk Update, RCF, and issues surrounding the CBRE contract and next steps.

FC/2023/37. Declarations of interest

There were the following declarations of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the scheme. Arleen McGichen as Group Chief Internal Auditor for Royal London, as an ongoing declaration.

FC/2023/38. Minutes of the meeting held on Wednesday 24 January 2024

The minutes of the 24 January 2024 meeting were approved.

FC/2023/39. Matters Arising

No substantive matters were raised.

FC/2023/40. Interaction with other Court Committees

The Chair noted that the Court Effectiveness Review had highlighted interaction between Court committees as an area for enhancement and that over the coming months the Committee structure and remits would be reviewed. Members of the Committee were invited to feedback any suggestions to the Clerk on this and on the intention to introduce cover sheets to FC papers.

FC/2023/41. Recruitment Update

GC provided an update on the recruitment outlook for 2024/45 for PGT international students and it was noted that two budget scenarios continued to be developed and would come to the May meeting for discussion and approval.



During the discussion it was noted that there continued to be uncertainty in the conversion rate and that a small movement in conversion rates would have a significant impact on budgets. It was reported that at present it was expected that the forecast numbers would be above Scenario 2 and that a further update would be reported to the May Committee.

FC/2023/42. Interim Planning and Budgeting Update

GC outlined Paper 3 which provided an update on the College budget meetings held to date and the thematic strategy meetings and outlined the targets and assumptions that had been used in the consolidated budget for 2024/25. It was also noted the planning and budgeting process had built on the progress from last year in further refining strategic outcomes and developing institutional alignment through a series of thematic strategy meetings to enable further identification of key investment and delivery priorities. The current year had seen the significant impact of a reduction in international student intake alongside SFC funding downside risks, global economic uncertainties, emerging research funding opportunities and risks, a fall in NSS scores, emerging capital investment and partnership opportunities and momentum in innovation funding and policy changes.

It was reported that the priority themes of People First, Research Power and Funding, Learning and Teaching, Enabling Growth, Student Experience and Service excellence remained and underpinned the planning and budgeting process. It was also reported that budget targets were set for each budget year to ensure that the University continued to generate sufficient cash to meet its strategic objectives and to remain financially sustainable. Through the Planning and

Budgeting round for 2024/25, Colleges had been asked to clearly outline their outcomes and strategic goals that they planned to achieve and prioritise over the budget period.

During the discussion it was noted that Scenario 1 efficiency savings agreed last year and held centrally had now been passed out to budget holders, alongside additional research contribution targets. In Scenario 2 further operational savings in relation to lost student fee income plus additional savings in the two outer years to protect long-term financial sustainability had been reflected in the targets. The first round of Budget holder meetings had taken place during March with the first draft consolidated institutional budget £6m lower than target operating cash pre investments.

The Committee noted that the next steps of the planning and budgeting process included a further round of Budget holder meetings to close any remaining gaps to target, preparation of a final consolidated institutional budget and analysis, the Principal's budget meeting and approval, and then finally submission to Finance Committee and Court. The Committee noted the importance of the University continuing to aim to meet its Operating Margin.

FC/2023/43. Finance Strategy & Risk Update

GC gave a presentation on the Finance Directorate Strategy and risk which had continued to evolve from the last strategic cycle, ensuring it was relevant and continued to be aligned with the Universities overall strategic aims. Paper 4 reflected the current status of the overall strategy and Finance Roadmap, provided key updates on the People initiatives and also highlighted key benchmarking data along with the Gartner Finance Maturity Survey results, which provided an excellent baseline against which to measure and inform the future development plans.

During the discussion the following were noted:

- University priorities – People First, Research Power and Funding, Enabling Growth, Student Experience and Service Excellence;
- Risks – cash generation, cash control and benefits realisation and optimisation;
- Benchmarking – financial performance against the Russell Group and Gartner Maturity Model;
- People initiatives – Insight staff survey which showed 8 from 9 these ahead of University;
- Finance strategy and initiatives – major challenges and outcomes;
- KPIs – dashboard under development.

It was noted that people initiatives data showed an improvement on previous years but there was still work to be done including how to respond to cyber threats. It was also reported that the strategy would continue to evolve which included completing the benchmarking with Gartner, updating the finance roadmap, and continued engagement and enabling of the staff.

The Committee thanked the Finance Directorate for all their hard work and noted support for the strategy.

FC/2023/44. Investments Applications

FC/2023/44.1 Bute Gardens

PH briefly outlined the investment request for £3.25m to extend the life of 40 Bute Gardens (Adam Smith building) for a further 10 years. It was hoped that this work would extend the building until Keystone was constructed and Boyd Orr was renovated.

The Committee noted this was part of the approved budget and that the spend would allow the building to continue to be used for 10 years while other developments took place. The Committee approved the investment request for £3.25m for 40 Bute Gardens.

FC/2023/44.2 VRF CL3 Animal Suite

PH briefly outlined the investment requests for an additional £2.5m for VRF CL3 Animal Suite. The Committee noted that refurbish was for a specific area within the Biological Services Vet Research Facility (VRF) facility at the Gartcube Campus which was a key research asset. The refurbishment would provide additional capacity for the VRF to grow research power and would strengthen the bid for the Centre for Virus Research to move to become a national centre, further enhancing research reputation and mitigating loss in funding of £3m per annum. The total cost of the refurbishments was £4.8m, with £2.3m funded by the MRC (and already approved) and the remainder sought from the University. Finance Committee were asked to approve the requested as since the initial bid was submitted back in 2021 costs had increased by £2.5m due to inflation, complexity and specification. The additional costs would be contained within the MVLS budget and additional funding would also be sought from the MRC to recover as much of the £2.5m as possible.

The Committee approved the investment request for £2.5m for VRF CL3 Animal Suite.

FC/2023/44.3 Investment Zones

GC briefly outlined the investment request for £14.3m which would allow the University to make a bid for 40% match funding from Glasgow City Region (£11.2m) to allow construction of an innovation building (approx. value £25.9m) in the most northerly plot on Church St (Plot J) and design works for a further building on the site of the Tennant building on Church St (Plot G). These buildings were in line with the development strategy for Church Street. It was noted that Finance Committee had previously approved £2.5m for design fees for Plot J, and this additional funding was incremental and was not in the capital plan. The Committee noted that if the bid was not successful only the currently approved design works would continue.

The Committee noted that the University's Innovation Strategy (2022-25) set out the ambition to become a recognised entrepreneurial university by doubling performance across all elements of the innovation portfolio. A key objective was to grow the number of new spin-out ventures being created and funded in this period from approximately five ventures per year to 10 ventures per year, to create economic impact in the city as well as the regional economy. Physical spaces (e.g. incubators, co-working space, makerspace) were a fundamental aspect, underpinning the development of entrepreneurial ecosystems.

The delivery of innovation space would comprise a phased approach. The initial aspect identified for delivery was Plot J on the western campus which would focus on delivering the community and partnership elements of the Innovation Strategy and masterplan. It was always envisaged that future phases would follow and the design of phase 2 plot G (The Tenant) would be the next area of focus for design.

During the discussion it was noted that SMG had approved the investment request. It was also noted that the development was in line with the Estates Masterplan and the Church St plans previously approved by Estates Committee and that while EC had not considered this specific proposal FC were being asked to approve a capital spend in line with these previous approvals. It was also noted that, as this was outwith the capital plan for 2023/24, that steps were intended to be taken to ensure adjustments were made where necessary to cover this cost. SH and GC confirmed that the Estates Committee would receive a communication about the funding application as soon as practical post FC.

The Committee approved the investment request for £14.3m for the Investment Zone – Plot J and Plot G, noting, as set out above, that the cost would only be incurred if the grant application was successful.

FC/2023/45. Director of Finance report

FC/2023/45.1 Directors Update

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

- Agresso – Significant activity was underway to evaluate options and impacts of ERP change options. Weekly meetings were being held by key member of the Finance Leadership Team and an update would be brought to the Committee in May.
- RCF – Final approval had been granted by Court and it was confirmed that the documentation would be signed shortly.
- Divestment Working Group – the Committee noted that the Working Group had been established and was due to make recommendations to the Committee in May.
- Church Street – Works to repair and make watertight the retained listed buildings on Church Street had completed. However, as previously reported, upon further internal inspection the Outpatients building was found to be in an advanced state of deterioration internally bringing into question its structural stability in parts. Work had been undertaken to make safe the building with further professional structural advice commissioned on the next stages.

FC/2023/45.2 CBRE



The Committee noted their thanks to all the staff within Estates who continued to work hard to ensure that progress was being made.

FC/2023/46. Table of Actions

Action	Date Due	Notes
Committee members to provide ongoing feedback in relation to the papers issued	ongoing	Members of the committee
Suggestions on enhancements for interaction with Court Committees were welcomed from members	June 2024	Members of the committee
Approval for £3.25m to extend the life of 40 Bute Gardens	March 2024	Executive Director of Finance

Approval for £2.5m for VRF CL3 Animal Suite	March 2024	Executive Director of Finance
Approval for £14.3m for the Investment Zone	March 2024	Executive Director of Finance
6 month overview of the investment requests to be included in the papers	May 2024	Executive Director of Finance
Suggestions on enhancements to the Coversheets from members	June 2024	Members of the committee
Benefits realisation update	September 2024	Executive Director of Finance

FC/2023/47. AOB

FC/2023/47.1 6-month Investment Overview

The Committee agreed that it would be beneficial to have a 6-month overview of the investment requests due to come to the Committee.

FC/2023/47.2 Coversheet

The Chair reported that the Coversheets for papers and presentations for Court and its committees were being reviewed as part of the recommendations from the Court Effectiveness Review. Members of the Finance Committee were invited to provide feedback to the Court Office on the Coversheets used and suggestions on enhancements were welcomed.

FC/2023/48. Date of Next Meeting

The date of the next meeting was noted as 29 May 2024.

Court Context Card 17 April 2024 Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (12 March 2024)
Topic last discussed at Court	Last report to Court was 14 February 2024
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convener), 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 12 March, the Estates Committee discussed:</p> <ul style="list-style-type: none"> - continued issues with the implementation of the reactive and planned maintenance contract <p>- a presentation on the project to develop the University's new Portfolio and Programme system, together with an update to the approach to Strategic Risk assessment</p> <p>- an update on the RIBA Stage 1 report for the proposed new Biological Research Facility, with the next stages for decision in the autumn</p> <p>- a presentation on the Workspace Futures 2030 programme, on how the organisation best utilises space in the future</p> <p>- the results of a sample condition survey of Townhouses. As expected, the potential costs of remediation are significant. Work will begin on a strategy to address and manage these issues, taking account of issues such as condition, costs, utilisation and heritage value</p> <p>- a preview presentation on plans and the timetable for the Veterinary Post-Mortem project, due for decision in the autumn.</p> <p>The Committee also:</p> <ul style="list-style-type: none"> - approved the business case for an additional £3.25m from within the investment plan, for health & safety works to extend the lifetime of 40 Bute Gardens (the former Adam Smith Building) by 10 years - approved the business case for £2.5m from the MVLS budget, to underwrite an increase in estimated costs (to a total of £4.8m) to refurbish the CL3 Animal Suite within the Biological Services Vet Research Facility at the Garscube Campus, pending a grant decision by the MRC - noted that the new construction projects framework agreement was on track to launch in April - 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.
Topics to be discussed	
Action from Court	
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held in room 146, Clarice Pears Building
Tuesday 12 March 2024

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

In Attendance: Ms N Cameron, Mr D Hall, Mr D Harty, Mr A Griffin, Mrs K Y Biggins (Clerk) Mr D Gray (observer)

EC/2024/14 Apologies

Mr Hoggan welcomed all and noted apologies received from Professor Muscatelli, Professor S Kennedy and Ms H Pentleton.

EC/2024/15 Declaration of Interests

There were no declarations of interest noted.

EC/2024/16 Minute of the meeting held on 16 January 2024

The Committee approved the minute as an accurate record, noting that Mr McIntyre had advised some comments were incorrectly attributed to Professor Kennedy in relation to CBRE and Keystone project instead of to himself.

EC/2024/16 (a) Action Tracker

29 Future Estates Committee Activity 2024 information - The Committee were asked to read and advise any comments they had in relation to this to the Convenor/Exec Director of Estates. Ongoing.

EC/2024/16 (b) Future Estates Committee Activity

The Committee noted this.

EC/2024/17 New Strategy, Portfolio & Risk System Presentation

Mr Chapman-Smith joined to make the above presentation to the Committee.

Mrs Hanna questioned whether understanding of the appetite for Risk had been incorporated; Mr Chapman Smith confirmed this is in place – new reports will include this detail; work was underway to ensure collaboration on this takes place ahead of next planned review. Mr Harty queried how this links into Assetworks as modules exist in that platform; Mr Chapman-Smith confirmed that this has been reviewed and considered; the Green Book 5 case business model has also been incorporated and Gateway Reviews were carried out by Estates. Mr Caldow noted the positive cohesion and ability to track benefits and project pipelines. The presentation was positively received and the Chairman thanked Mr Smith for his attendance.

EC/2024/18 Executive Director of Estates Report

Mr Hoggan and Committee congratulated Mr Haggarty on his confirmation in the role of Executive Director.

Mr Haggarty presented the report, with some key points being noted:

Since the last Committee in January 2024 the focus within the Directorate has been on:

1. Progressing the design for Keystone, commencing Stage 4 and review of development programme.
2. Progressing the University Workspace Programme
3. Stabilising the new Reactive and Planned Maintenance contract with CBRE
4. Tender process for the new construction framework

5. Transfer of responsibilities to the new Executive Director of Estates following a recruitment exercise.
6. Stabilising the management structure for the Operation and FM teams.
7. Commencement of briefing and design Stage 1 for Residential and Innovation developments.

ASBS level 6 works have commenced and are around 40% complete. MPX have confirmed their commitment to delivering Keystone following the January 24th workshop. The Construction Procurement framework exercise is complete with an April launch and forms part of CBRE contract contingency planning.

The new integrated workplace management system is at an advanced stage and progressing well. The compliance safety advisor role is now approved and progressing to recruitment. The fire and security systems contract has successfully remained with Dante with no issues flagged. Space planning and management were working on the 2024/25 timetable and were aiming to achieve 'right first time'.

Comms and engagement were working to secure staff feedback and continue to focus on people and culture. David Gray had joined on secondment as Head of Planning and is reviewing College and Schools' SPRs with a view to informing our Estates Strategy and KPIs.

Finance figures are reported as at midyear and highlight adverse variance costs including agency PM support where work is ongoing to provide this in-house. Overtime is being proactively managed to reduce expenditure. Non-pay components which are adverse to budget are mainly increases in rents and electricity.

Investment budgets underspent by £1.5m. Major projects underspend was due to rephasing to outer years – Keystone was the largest contributor to this. Pathology suite was rephased to 2024/25. The Current Year Forecast costs for Other Projects of £45.6m are £5.2m lower than the capital plan of £50.9m.

[REDACTED]

David Hall remains in interim role as Project Director and Scott Baird as interim Head of Projects – a recruitment process has been agreed. Following the departure of Director of Facilities Services, the decision was taken to split the role into hard and soft FM as seconded 12-month appointments. Craig Ewing is now in place as Hard FM Assistant Director from 14 March 2024.

Mr Kennedy noted concerns in relation to the Sitemark review of cleaning services and the high age profile of staff. Staff appear to be being asked to cover areas with no overtime payments and a consistent approach is required. Mr Haggarty advised he was not aware of this and confirmed Listening Sessions are in place with cleaning and facilities staff during which this was not raised; we are aware of inconsistencies around the approach of managers and a meeting is being held today on this. Mr Griffin noted that a possible confusion may have arisen with Estates cleaning and facilities staff now working across the Zonal model and not in one specific building, which may be a contributing factor.

Mrs Hanna noted recent press coverage regarding exam planning. Mr Duncan advised we are not in a settled set of affairs as yet for locations and are actively looking at options and software platforms.

EC/2024/19 Biological Research Facility (end of stage 1 Report)

Professor Goodyear joined to make the presentation to the Committee.

Mr Duncan noted that the current working environment is less than perfect and this project would allow us to compete with competitor institutions whilst attracting and retaining research staff. Mr Hoggan queried how this fits into Estates Strategy; Mr Caldow advised there is £42m in the plan currently; the team was working through options analysis and the trade-off against affordability and competing projects, including fund raising considerations.

The option of refurbishment of existing facilities required to be worked through. Professor Goodyear advised we should be realistic with what is achievable with existing facilities. Mr Caldow noted that MVLS staff had reduced and growth is included in the budget round to expand Research. Mr Kennedy also noted that the HSE had noted biological research concerns and asked if freed up capacity would be retained by MVLS in the current facilities. Professor Goodyear advised that we would make informed decisions with all the information. Mr Duncan noted that in 'Planetary Health' unique expertise exists, and this cutting edge research has an opportunity to develop with the options being considered.

Mr McIntyre noted that this is increasing significantly for the capital programme; how is this funding being accessed and what are the revenue implications with the many competing elements from different areas? What are the returns on the proposed investments? Mr Caldow advised that elements of Craig Chapman-Smith's work forms part of the process. The Academic matrix would improve along with student experience and sustainability. There will be a couple of rounds for Investment Committee to consider and challenge, and thereafter the recommended decision would move to Estates and Finance Committees. This is captured in the timeline considered. Mr McIntyre noted that utilisation of space is not referenced. Professor Goodyear advised he is challenging MVLS to understand where additional funding can be achieved. Mrs Hannah queried whether this connects to Waterside/Govan/GRID links to Queen Elizabeth University Hospital. Professor Goodyear confirmed this is being explored and fed back into this project.

Mr Good asked that consideration be given to maximizing the benefits of retrofitting the estate. Professor Goodyear offered to come back to present an update if required or a workshop could be arranged to consider these elements.

EC/2024/20 Workspace Futures Programme

Ms Lee joined to share make presentation to the Committee.

Mr Kennedy was pleased to see that the one-size-fits-all approach is not being adopted. Ms Lee noted consideration of informal work spaces has been included and this will become more prevalent as we focus on academic spaces.

EC/2024/21 Townhouse Surveys

Mrs Davidson joined to share the report with the Committee.

Mr Hall advised that the Committee are asked to note the content of paper and the legacy of outstanding works, whilst considering the suitability of the properties. We are now looking to understand the liability of the full list of 100 properties. The report covers the detail and depth of the surveys. The asset management budget is £15 million and choices are required as this will not fund all of the required work. Issues with internal electrics exist and need consideration. We will need to replace the space available if we choose to dispose of any properties. Choices will be brought for individual properties, but we require to develop and have a policy in place.

Mr McIntyre noted we should be commercial in our thinking. It would helpful to understand the size of the buildings sample with a location map. We should consider an individual approach to buildings noting that the University also has residential needs. Mrs Davidson advised that we have considered the size of buildings and historical works that have already been undertaken. A holistic approach is required incorporating sustainability, access, functional suitability etc. Mrs Davidson further confirmed that costs indicated are minimum cost of works that would be required. Professor Brendle queried whether data around accessibility exists; Mrs Davidson advised that we are still gathering

data; Mr Hall advised that a Campus-wide accessibility survey will be undertaken in the coming months.

Mrs Hannah said that this is a strategic question for the University; considering the historic look and feel of Campus. Mr Good noted that utilisation is a key part of this decision-making together with a wider understanding of how the works and properties sit within the University's net zero policy. **A map and sizes of buildings will be circulated. Further work will be carried out on a future strategy.**

EC/2024/22 Vet Pathology

Mr Hall made the presentation to the Committee.

This project will return to Committee in the Autumn for approval, and is being presented today for awareness in advance. The current ongoing activities are smaller scale and will be approved through the University governance stages. Existing facilities are not fit for purpose or adaptable. The location needs to be accessible for teaching facilities. Mr Duncan advised that we need to be able to provide large animal and horse training and teaching to students whilst meeting American Vet teaching standards.

EC/2024/23 Estates Risk Register

Mrs Hipkin joined to present the register to the Committee.

The Risk Register is much as previously reported. Lack of available appropriate space remains the top risk. Two new risks have been identified: potential failure of CMIS and procuring the system to replace this. Work is ongoing to review the outputs of the workshop held in January with the Estates Senior Leadership Team to identify potential new risks.

EC/2024/24 Safety & Compliance Report

Mr Harty noted the following points:

The appointment of Donna Robertson as Senior Compliance Manager; close working with the central team on fire risk assessments; going to the market for a Fire Engineer following a retirement. There has been a spate of slips noted and an indication of increased trips and falls. There were no serious incidents but this has prompted a review and time has been spent with Zonal teams to understand and highlight this risk. Outside lighting has been reviewed to ensure this is to specification for early/late shift starts. We have introduced a one-way system and Banksman training.

Mr McIntyre noted there were no accidents resulting in more than a 7-day absence; Mr Harty advised that contractors produce data around reportable incidents. There may be minor incidents that we are not sighted on but that are captured in near-miss reporting.

EC/2024/25 Investment Projects Update

Mr Hall noted the following points:

On major projects, the biggest change was to move £22.3m of sustainability funding into Keystone. There are reductions across contingency funding. There were cash flow slippages due to a delay in the Keystone decision. The Pathology project is better understood and the timeline has moved. Contingency has been returned to central funds from SHW, ARC and Adam Smith. The RAG summary numbers are relatively low. There is a challenge around South Park Avenue gable wall bulging; the project is now moving forward. Church Street and Listed building applications to building control are being progressed. There are 89 projects live across Campus.

EC/2024/26 Committee Reports for Approval

Mr Haggarty presented the papers for 40 Bute Gardens – £3.25 million is requested, and VRF CL3 Animal Suite - £2,523,155 is requested. The Committee approved both. It was noted that the Project Sponsor for 40 Bute Gardens will be updated following Barry Morton's departure and Craig Ewing will be the Sponsor.

EC/2024/27 AOB

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

Mr Kennedy raised the issue in relation to accommodation blocks and HMO licensing renewal. Mr Haggarty has yet to speak to Commercial Services colleagues in relation to this but noted we will liaise with relevant bodies going forward. Mr Duncan advised that the building was safe to occupy whilst the license was renewed and measures will be put in place to ensure licenses are renewed in good time.

Mr Good noted good digital technology exists which will be less invasive when undertaking RAAC surveys and he would share this with Estates.

EC2024/28 Schedule of Meetings for 2023/24

Wednesday 15 May 2024 at 9am.

Court Context Card 17 April 2024 - Minutes from Information Policy and Strategy Committee on 13 March 2024	
Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
Speaker role	IPSC Chair
Paper Description	Minutes of Meeting on 13 March 2024
Topic last discussed at Court	Feb-24
Topic discussed at Committee	See summary below
Court members present	L Khalique, G Stewart, B Wood
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	For Information
Paper Summary	
IPSC covered topics including cyber security, an update on the Investment Plan, a review of a business case for an Enterprise Integration system, a review of the presentation on strategic alignment from the January 2024 meeting, an update on strategic risks, an update of the University's new Project Portfolio Management (PPM) tool, an update on Project Eos and a review of the programme/project reports.	
IPSC reviewed a revised format of the Information and Cyber Security Report. The report outlined cyber security issues in four main categories: Recruitment, Vulnerability Management, End-User Protection and Security Continuous Improvement. IPSC made suggestions for improvements to be progressed for the next meeting.	
IPSC discussed the Investment Plan.	
IPSC reviewed the Enterprise Integration Business Case, to adopt an enterprise integration platform. IPSC suggested refinements to the case including consideration of how Transformation would connect with this. IPSC shared comments on the presentation previously shared on Demonstrating Strategic Alignment. It was agreed that it would return to IPSC at the start of the next academic year as part of the annual horizon scanning exercise.	
IPSC received presentations on Strategic Risk and the University’s new PPM tool. IPSC agreed to review the strategic risks in more detail at a future meeting.	
IPSC received a comprehensive update on the interim benefits and financial update on Project Eos. It was agreed that the project should be reviewed at a future meeting of Investment Committee.	
Project Reports were reviewed; no major issues were highlighted.	
Action from Court	As Court Wishes
Recommendation to Court	To note and discuss as required
	To note
Relevant Strategic Plan workstream	Community, Connectivity, Challenges
Most relevant Primary KPI it will help the university to achieve	Enables all KPI's
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [Risk 006 Student Experience; Risk 012 Campus Development Programme]
Demographics	
% of University	100% of staff and students
Operating stats	
% of	N/A
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Information Policy and Strategy Committee
Minute of Meeting held on Wednesday 13th March 2024 at 10:00 on Zoom

Present: Frank Coton (Chair), David Duncan, Susan Ashworth, Gregor Caldow, Paula Donoghue, Mark Johnston, Laic Khalique, Alun McGlinchey, Chris Pearce (until 11:00), Gavin Stewart, Bethan Wood

Attending: Nina Douglas, Billy Howie, Neil McChrystal, Pete Mitchell, Mike Thomas, Craig Chapman-Smith (Item 7 only), Andrea Roy (Clerk)

Apologies: Hailie Pentleton, Kenneth Robertson, Philippe Schyns

1 Minutes of the previous meeting

The minutes of the previous meeting held on 17th January 2024 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of actions

The IPSC Action Tracker (Paper 2) was reviewed.

- **Project EOS – financial report:** This item was included on the agenda under Item 8.
- **Cyber Security Reporting to IPSC:** The revised version of the Cyber Security report was included under Item 3. It was agreed that this action would be kept open until a standard reporting format was agreed.

There were no further matters arising.

3 Information and Cyber Security

David Duncan (DD) and Alun McGlinchey (AM) presented the Cyber Security report in its revised format (Paper 3). DD and AM were keen to understand from IPSC if the report met the needs of the Committee.

The first page of the report outlined the main cyber security areas outlined in four main areas: Recruitment, Vulnerability, End-User protection and Security Continuous Improvement. The areas were mapped onto a timeline from current date to end of calendar year.

- **Recruitment:** Beginning and end dates of new recruitment posts are included in this section. The end date indicated was the expected date that the new post would join; the notice period was included.
- **Vulnerability:** With Billy Howie (BH) and colleagues in CoSE, the School of Chemistry had been chosen as the first pathfinder for a top to bottom analysis of system assets. The process for international students would follow Chemistry. A further two slots were available after that, for discussion at a future Cyber Security Working Group meeting.
- **End-User protection:** A review would be undertaken of the Affiliate/Honorary process to ensure the data quality was correct. The report included a new metric in relation to Microsoft SecureScore Improvements.

• [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Gregor Caldwell (GC) thanked the team for their work on the new format of the Cyber Security report. GC referred to the four main areas of the report and asked the team how they expected those areas to mature by the end of the year. AM advised that he could revise the report to show years 2 and 3 and to show the level of risk reducing over the period. GC agreed that seeing the 'pathway to green' would be helpful. Gavin Stewart (GS) agreed that seeing years 2 and 3 would be helpful.

ACTION: AM/MJ

AM referred to page 2 of the report, showing Vulnerability Management information. This report included metrics that had been included in previous iterations however a new metric was included in section 3 to show the Microsoft SecureScore. AM advised that the University's score of 58.97 was above the industry average for organisations of similar size and complexity.

Frank Coton (FC) thanked the team for their work on the report. FC asked for a further innovation in the report to include a view of how things had changed/progressed in the time between meetings. AM and MJ agreed to include the suggested changes.

ACTION: 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 January 2024.

[REDACTED]

ND advised that cost maturity had improved significantly over the past year as business cases were formed. It was noted that low-cost maturity had reduced significantly to 24% due to more informed costings around Enterprise Integration and Cyber. It was expected that the position would continue to improve through the coming year and as key business cases, eg Networking and Onboarding, progressed through governance. Some uncertainty remained around Networking and Agresso remained, but it was expected that there would be more certainty over those figures in the coming months. ND advised that a meeting had been arranged with the University of Nottingham to understand lessons learned from their recent Oracle upgrade.

ND updated IPSC on the planning work that was underway as part of the University's budget planning process. ND advised that under Scenario 2, the IP would return approximately £62m to the University, predominantly by stopping or delaying investments across the plan. ND advised that the financial position in September 24 would dictate the level and speed at which we invest across our plans.

FC thanked ND for her update on the Investment Plan.

5 Enterprise Integration Business Case

Neil McChrystal (NM) presented slides summarising the work underway on the Enterprise Integration Business Case. The draft business case was included in the meeting paperwork (Paper 5).

NM outlined the main benefits of adopting an enterprise integration platform. These benefits included the ability to share information in an effective, efficient and consistent manner. It was also noted that moving to

the enterprise integration approach would derisk us operationally. Instead of building one-off solutions, these can be reused and built upon to reduce costs going forward.

NM advised that following on from the Outline Business Case completed in 2019, the Full Business case explored the model required to create this capability for the University, made a clear recommendation on the technology platform required (Boomi AtomSphere), and outlined a path to implementation of both the technology and the team, as well as run costs for 5 years (£4,117,427), extrapolated out for a further 10. This would result in a fit for purpose platform, a fit for purpose internal team, and an ongoing roadmap of integrations the team would be building. As major projects commenced, the team would be ready to prioritise, design, and deliver integration requirements to ensure the high-quality data flows were established to increase the success, as well as reduce the risk, costs and timelines, of those projects.

IPSC was asked to share their feedback on the case. Chris Pearce (CP) suggested including two or three simplified examples of what could be done differently or better than what was currently being done if an enterprise software approach was agreed. DD agreed that practical examples of what the system would deliver across different dimensions of the University would be helpful.

GS noted his agreement with the points already made and requested clarification around the boundaries of the enterprise system; he referred to a comment in the case that it would relate to 'all major systems' however that may mean different things to different audiences. NM agreed to clarify that point with GS offline.

ACTION: NM/GS

Billy Howie (BH) felt that the case was very detailed and lengthy and would benefit from refinement. BH also referred to a comment made by NM about the contingency on Transformation and that Transformation workload might inform the pace at which the enterprise system was rolled out. BH felt that it would be useful to deliver the desired pace irrespective of Transformation priorities. FC agreed that this should be considered in the case. FC recommended consideration of a balanced approach to ensure that key benefits are delivered in a timely manner rather than being pushed back if new Transformation projects came on board.

FC thanked NM for the work that had been done and for the update to IPSC. FC recommended further consideration be given to the points made above and to consider the roadmap of Transformation and how that would play into this project.

ACTION: NM

6 Demonstrating Strategic Alignment – review/wash-up session

At the January 2024 meeting of IPSC, MJ and NM gave a presentation on 'Demonstrating Strategic Alignment'. Due to time constraints and the level of detail in the presentation, comments and questions on the presentation had been deferred to the March meeting.

IPSC colleagues were invited to share comments/questions on the presentation (Paper 6). GS commented that AI had been referred to in the presentation in a business sense but not in how it would affect student teaching/research; he further commented that it was difficult to identify where gaps may exist.

FC noted that several colleagues had been taken through a further piece of analysis that looked at how quality and capability were mapped onto these areas, which gave a better understanding of where gaps might be. FC recommended that this item should return to the first IPSC meeting of the 24/25 academic year, where horizon scanning would be discussed. The update should include consideration of the point made by GS around AI with a deeper dive looking at capability and the overall mapping that had been presented previously.

ACTION: NM/MJ

7 Strategic Risk Update and Introduction to PPM Tool

Craig Chapman-Smith (CCS) attended to provide an update on Strategic Risk and to provide a brief introduction to the University's new PPM Tool (Paper 7).

CCS provided an extract of the Strategic Risk Register that showed risks relating to the University's Technology Infrastructure. CCS asked IPSC to provide feedback on anything that was felt should be included in the report to be reviewed by SMG. FC advised that this would be a future agenda item for IPSC.

ACTION: FC/Clerk

CCS presented an update on the University's new PPM tool called PPM Anywhere. CCS outlined the reasons for the project, the work required and progress so far, and he presented an overview of the tool. CCS advised that three modules of PPM Anywhere, Project Management, Risk Analysis and Performance Management, would be brought on board through a phased approach from 13th May. CCS advised that further stakeholder communication would be issued in due course.

FC advised that the tool would enable more consistency across functions and would enable better sharing of information with other parts of the University. FC thanked CCS for his presentation and advised that IPSC would return to a discussion on risk analysis in due course.

8 Project Eos – Interim Benefits Statement and Finance Update

Peter Mitchell (PM) and Mike Thomas (MT) were in attendance to provide an update on Project Eos (Paper 8).

PM reported that good progress had been made with the new services and there had been good feedback from early adopters.

Some of the 'Eos wins' were highlighted as follows:

- Having obtained Cyber Essentials Plus across all our staff platforms now with the addition of MyMac and MyDevice, which permits schools to form groups using both Mac and PC which can be accredited when required, reflecting the position in most of the University currently.
- Increased use of Scottish Government Procurement Framework via HP, reducing cost and increasing standardisation
- Ad hoc kit supply proving very popular, on two occasions the team had met requests for 20 devices for new starts on the day, allowing immediate engagement for these new users.
- Identified > 400 installations of old Help Desk tool application which have now been removed.
- Provided loan monitors for an event in JMS at short notice and avoided a purchase as monitors were returned to stock and redeployed post event.

[REDACTED]

[REDACTED]

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

[REDACTED]

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

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

[REDACTED]

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

There was a brief discussion on licensing and certificate management. BH requested an offline discussion with PM on JAMF and how it may affect users in CoSE. FC asked that progress be made in that area to ensure that all groups were covered by the system.

ACTION: BH/PM/MT

FC thanked PM and MT for the comprehensive update. FC noted that Project Eos had not been reviewed by Investment Committee and it would be helpful for IC to see the progress made and to strengthen the team's engagement with the University more generally. It was agreed that this would be included on a future Investment Committee agenda.

ACTION: Clerk

9 Programme/project reports

The IPSC Project Reports were included as Paper 9.

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

10 AOB

MJ had been asked by FC to share a brief presentational update on overall progress and a note of any challenges teams are dealing with. IPSC was asked to consider if the update should be included as a standing item on the IPSC agenda going forward.

Some of the good news highlights were noted:

- Recruitment had progressed well and there was new talent coming into the team.
- Four sites were now running on the new network (JWN, JWS, Davidson, and SE Gilbert Scott).
- COAH server consolidation and service transition had been completed.
- RCaaS afforded the ability to bid (with UCL) for AI supercomputer from UKRI.
- 2 years of RSE funding from a successful NERC research bid in collaboration with RCaaS.
- Agreed strategy for POD investment to mature their enabling technology.
- Azure AI private GPT being trialled by RIS for contract negotiation.
- AI Working Group established to decide the University's plan of action.
- TechBar up and running with increasing demand from students on our frontline services.

Some challenges were also noted:

- IT areas outside of IS were not quite set up well enough to deal with challenges.
- SPSHU ICO report – vulnerability issues highlighted on ‘home-grown’ websites.
- Forensic Medicine failed to get ready for two years for Crown Office MFA and the team was drafted in at short notice to address the issues.
- Cease and desist order for breach of software license in CoSE.

IPSC agreed that the report was helpful to see and it was agreed to include this as a standing agenda item. BH recommended including something around the voice of the customer in the report. MJ agreed to look into this for a future iteration.

ACTION: MJ/Clerk

11 Date of next meetings

Dates of future meetings were noted as follows:

- 9 May 2024 at 14:00 – 16:00 on Zoom
- 29 August 2024 at 11:00 – 13:00, Venue TBC
- 24 October 2024 at 14:00 – 16:00, Venue TBC

DRAFT

Court Context Card 17 April 2024 - Audit & Risk Committee Report

Speaker	Elspeth Orcharton	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 13 March 2024	
Topic last discussed at Court	Last Audit & Risk Committee report Feb 2024	
Topic discussed at Committee	See paper summary section.	
Committee members on Court	Elspeth Orcharton, Stuart Hoggan	
who were present at meeting		
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Low	
Timing	NA	
Red-Amber-Green Rating	Green	
Paper Type	Information;	
Paper Summary		
The Committee noted that the pre-meeting briefing had been an update on Benefits Realisation by Gregor Caldow, Executive Director of Finance and Craig Chapman-Smith, Director of Risks. Over the last 18 months the University had sought to build additional rigour into its strategy, planning and delivery processes. A key part of this development included outlining the priorities and outcomes the University wanted to achieve over the budget period and the investment required to deliver this.		
The Committee raised concerns about the Animal Welfare Internal Audit and the outstanding recommendations which had a revised due date of March 2025; two out of the three high risk overdue items related to this and a Home Office audit since the work of the Internal Auditors had highlighted further actions required.It was also noted that a number of controls had been put in place such as the Glasgow Experimental Review Form (GERF) and that regular meetings with taking place with the named staff to ensure that there were concerns in relation to Home Office Compliance. DD agreed to review the timings of the implementation of the recommendations.		
The Committee received internal audit reports on - Contract Management, Estates Capital Planning, Taxis Account Controls, Understanding Racism, Transforming Culture Action Plan and Grantee Supplier Payments Advisory Report.		
The Committee noted that the Internal Auditors were appointed in Nov 2021 and that the External Auditors were appointed in June 2022. The Committee discussed the current set-up for internal auditing at the University and it was agreed that GC would review the different models across the sector for internal auditor reviews and provide a report for the next meeting.		
Topics to be discussed	As Court wishes	
Action from Court	To note and discuss if desired.	
Recommendation to Court	To note	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level	SMG001, SMG013, SMG015, SMG023, SMG025, SMG027	
Demographics		
% of University	100% Cross University application on several items	
Operating stats		
% of	100% operating stats per UoG accounts	
Campus	All	
External bodies		
Conflict areas	None Highlighted	
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Accounting regulations incl FRS102; Statements of Recommended Practice (for audits)	
Equality Impact Assessment		
Suggested next steps	N/A	
Any other observations		

UNIVERSITY OF GLASGOW
Audit & Risk Committee

Minute of Meeting held on Wednesday 13 March 2024
held in the Melville Room

Present:

Elsbeth Orcharton (Chair), Stuart Hoggan, Vincent Jeannin, Iain Mackenzie, Lesley Newdall, Martin Sinclair

In attendance:

Dr David Duncan, COO & University Secretary, Gregor Caldw, Executive Director of Finance, Craig Chapman-Smith, Director of Strategy Implementation and Risks, Angus Ross, Deputy Director of Finance, James Lucas (KPMG) Harriet Fisher (KPMG), Matthew Hall (PwC) (by Zoom), Amber Higgins (Clerk)

Apologies: Professor Sir Anton Muscatelli, Principal, and Professor Sarah Armstrong

AUDIT/2023/24. Welcome and Briefing

The Committee noted that the pre-meeting briefing had been an update on Benefits Realisation by Gregor Caldw, Executive Director of Finance and Craig Chapman-Smith, Director of Risks. Over the last 18 months the University had sought to build additional rigour into its strategy, planning and delivery processes. A key part of this development included outlining the priorities and outcomes the University wanted to achieve over the budget period and the investment required to deliver this.

The Committee noted while benefits were articulated for major capital projects business cases in the past, there were significant gaps in the overall maturity of the approach to benefits and investments. The paper presented to the Committee, which had been discussed at the Finance Committee, outlined progress made across benefits management, but it was recognised that while progress had been made there was still more to do.

The Director of Strategy Implementation and Risk report that a new project management system was currently being implemented which would support a process for benefits management in the institution across all projects above £500k. It was noted that the business case documentation was also being updated to reflect the new systems and it was hoped that overtime more information could be gathered on the benefits of each project.

A query was also raised about the planning process for budget setting and it was agreed that this would be shared with the Committee. It was also agreed that the update provided to the Finance Committee on benefits realisation would also be circulated to this Committee.

Action: Clerk

AUDIT/2023/25. Declarations of Interest

There were no declarations of interest.

AUDIT/2023/26. Minutes of the meeting held on 1 November 2023 and 26 January 2024

The minutes were approved.

AUDIT/2023/27. Matters Arising

27.1 External Organisations Audit Reports

The Committee noted that the Wellcome Trust audit Report and the Home Office Facilities Audit report would be shared with the Committee.

Action: Clerk

27.2 Cyber Security Incident Log

The Committee noted that the Cyber Security Incident Log would be shared with the Committee at the next meeting.

Action: Clerk

AUDIT/2023/28. Management update

28.1 Audit-related policies/information for Committee

The Committee agreed that a small number of fraudulent UKVI applications had been received but these had been picked up.

28.2 Student Numbers and project income for the year

GC reported that student numbers had decreased by around 1700 on projected budgeted numbers. This meant that a number of controls had been put in place for 2023/24 and budgets for future years were being reviewed, with two scenarios being worked through by the Finance Committee. It was noted that the steps taken by SMG had meant that the budget gap had been significantly decreased.

DD also noted that the outlook for 2024/25 looked more positive but it was still very early in the recruitment cycle. The Committee would be provided an update at the next meeting.

28.3 Terms of Reference (ToR) consultation process review

The Chair noted that members had been providing feedback on ToR for internal audits to KPMG. It was clarified and agreed that the feedback would be seen as thoughts for the internal auditors to reflect and take on board as they felt was appropriate. It was agreed that members would not receive responses to their comments on the ToRs and the Committee noted that it was ultimately for the senior management and KPMG to agree the scope of the audits.

28.4 Annual SMG Risk Review

The Committee noted that the Annual Risk Review would take place on 10 June 2024 and details would be sent out shortly to committee members.

AUDIT/2023/29. Internal Audit Update

29.1 Internal Audit Update Report - Implementation of Outstanding Recommendations

The update on implementation actions was noted. The number of actions completed since the last meeting was 27. The Committee noted that of the 93 actions, 27 actions had been completed, 66 actions were outstanding, of which 53 were not due and 13 actions were overdue, but management had requested an extension to the deadline.

The Committee raised concerns about the Animal Welfare Internal Audit and the outstanding recommendations which had a revised due date of March 2025; two out of the three high risk overdue items related to this and a Home Office audit since the work of the Internal Auditors had highlighted further actions required. The reason for the further delay were described as relating to resourcing and the concerns raised were of reputational matters for the University. DD reported that the Court Office was currently going through organisational change which would lead to increased resources which would allow the work to be progressed more effectively. It was also noted that a number of controls had been put in place such as the Glasgow Experimental Review Form (GERF) and that regular meetings were taking place with the named staff to ensure that there were no concerns in relation to Home Office Compliance. DD agreed to review the timings of the implementation of the recommendations.

Action: DD

The Committee noted that there had been a total of £45,146 non-audit fees from 1 August 2023 to date which was within the Non-Audit Services Policy.

29.2 Internal Audit Update Report

29.2.1 Internal Audit Update Progress Report – Activity up to March 2024

The Committee noted the report prepared by KPMG which outlined the progress against the 23/24 internal audit plan. As at March 2024, it was noted that for 23/24 6 of the 15 planned audits had been completed. It was also noted that 1 of planned audits had been deferred to 2024/25 and replaced with work on a fraud affecting an overseas research partner.

29.2.2 Contract Management Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the processes and controls in place for the contract management of Core Projects.

[REDACTED]

There was one medium risk finding relating to: KPIs were not being identified and agreed with contractors for core contracts, and therefore not reported on. There were also five low risk findings.

The Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

29.2.3 Estates Capital Planning – Student Numbers Growth Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed assessed the current level of alignment between the operational plans and the estates capital plan to cater for planned growth in student numbers.

[REDACTED]

There were two medium risk findings relating [REDACTED]

[REDACTED]. There were also two low risk findings.

The Committee discussed the key findings and agreed management actions. The Committee also noted that student numbers were closely linked to the student experience along with the timetabling project.

Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

29.2.4 Taxis Account Controls Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the design of the revised taxi controls put in place after the fraud was identified by the Estates department to assess whether they have been appropriately designed to limit the access for booking taxi trips only to authorised individuals.

[REDACTED]

There were two high risk findings relating [REDACTED]

[REDACTED]. There were also two low risk findings.

The Committee discussed the key findings and agreed management actions. The Committee raised a query with management as to if there were any other systems or process that were similar to the taxis account and it was noted that there were none. It was also noted that the quantum of spend on the taxis accounts was around £200k per year.

Committee noted that the report was classified as a partial assurance with improvements required (Amber-Red) risk overall. The Committee noted the report and the recommendations.

29.2.5 Understanding Racism, Transforming Culture Action Plan Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed focused on the design and operation of the University's controls for the implementation of the Understanding Racism, Transforming University Cultures (URTUC) action plan, with particular attention paid to the status of implementation of a sample of actions.

There was one high risk finding relating to [REDACTED]. There were also two low risk findings.

The Committee discussed the key findings and agreed management actions. It was suggested that an updated survey could be undertaken.

Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

29.2.6 Grantee Supplier Payments Advisory Report

This advisory review was undertaken following fraud in relation to two payments that had been made to a supplier using some of the grant funding from UoG. The audit reviewed the controls in place at Kamuzu University of Health Sciences (KUHeS) to set up and change supplier bank details as well as to make payments to suppliers to identify if there were weaknesses in these controls.

There was one high risk finding relating to [REDACTED]

The Committee discussed the key findings and agreed management actions. It was noted that the Finance Office look at the possibility of a visit KUHeS to share best practices.

Committee noted that the report was classified as a significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

AUDIT/2023/30. External Audit

The Committee noted that there had been a total of £48,633 non-audit fees from 1 August 2023 to date which was within the Non-Audit Services Policy.

The Committee also noted that the planning for the year end 2023/24 external audit was on track and no concerns were noted.

AUDIT/2023/31. Any Other Business (after departure of the internal and external auditors)

31.1 Audit Appointments

The Committee noted that the Internal Auditors were appointed in Nov 2021 and that the External Auditors were appointed in June 2022.

The Committee discussed the current set-up for internal auditing at the University and it was agreed that GC would review the different models across the sector for internal auditor reviews and provide a report for the next meeting.

Action: GC

The Committee also noted that, in line with best practice, it would be beneficial to undertake an evaluation of both the internal and external auditors to see if there were any areas that could be enhanced. It was also agreed that a small group would meet with KPMG to discuss the Committees feedback.

Action: Clerk

31.2 Pre meeting briefings

The Committee agreed that there were a number of areas of interest to the committee such as –

Business Continuity, Geopolitics/Middle east, broad overview of budget planning, Glasgow Green and student experience. It was agreed that management would prepare a timetable for possible pre meeting briefings which would circulated before the next meeting.

Action: Clerk

AUDIT/2023/32. Date of Next Meeting

Wednesday 15 May 2024 at 2pm.

The meeting dates for 2024/25 were agreed as follows:-

Wednesday 28 August 2024

Wednesday 30 October 2024

Thursday 30 January 2025 – USGAAP Online meeting

Wednesday 19 March 2025

Wednesday 28 May 2025

Court Context Card - P&OD Committee -20 March 2024

Speaker	David Duncan
Speaker role	Deputy Chair - P&OD Committee
Paper Description	Draft minute of P&OD Committee meeting held on 20.03.2444 (incl. Draft Minutes of EDSC (06.12.23) & JCCN (13.02.24)
Topic last discussed at Court	Nov-23
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The Committee heard an update on key Performance and Reward activity, spanning the University's Early Career Development Programme (ECDP), PDR, Academic Promotion, Zone Movement. The Executive Director of People & OD shared an update on the P&OD strategic plan and positive progress to date with respect to P&OD Transformation in addition to the outcomes of our recent Colleague Engagement Survey, UKVI related developments and their associated operational implications. The Interim Head of Equality, Diversity & Inclusion and the Director of Strategic Recruitment & Talent Acquisition provided an update on University colleague recruitment conversion rates focusing on diversity with a particular emphasis on ethnic minorities. The Director of Strategy Implementation & Risk shared an update on new governance arrangements in place to enhance risk identification, mitigation and ownership around strategic risk through a period of regular review. The Committee noted the minutes of the most recent EDSC (06.12.23) Annex 1 & JCCN (13.02.24) Annex 2
Topics to be discussed	as Court wishes
Action from Court	to note
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Service Excellence
Most relevant Secondary KPI it will help the university to achieve	Service Delivery
Risk register - university level	SMG023, SMG005, SMG004, SMG013
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University.
Suggested next steps	N/A
Any other observations	

University of Glasgow
People & Organisational Development Committee
Minute of meeting held on Wednesday 20 March 2024

Present: Dr David Duncan (DD) - Chair, Christine Barr (CB), James Hamilton (JH), Rob Goward (RG), Prof. Sara Carter (SC), Susan Ashworth (SA), Prof. Richard Reeve (RR), Prof. Bethan Wood (BW), Uzma Khan (UK), Chris Branney (CBR) (Minute) & Laura McCrimmon (LM) (Technical Support)

Apologies: Shan Saba (SS), Prof. Frank Coton (FC), Martin Glover (MG), Kerry Christie (KC), Prof. Tara Brendle (TB)

Attending: Gillian Shaw (GS) – Director of Performance & Reward/Head of P&OD College of Arts & Humanities (Item 3 Performance & Reward Annual Update), Dr Katie Farrell – Interim Head of Equality, Diversity & Inclusion & Martina Cooper – Director of Strategic Recruitment & Talent Acquisition (Item 5 – Recruitment – Diversity Strategy), Craig Chapman-Smith – Director of Strategy Implementation & Risk (Item 6 – Strategic Risk: Extending Reach)

Executive Summary:

- The Committee heard an update on key Performance and Reward activity, spanning the University's Early Career Development Programme (ECDP), PDR, Academic Promotion, Zone Movement and a range of other workstreams, which taken together contribute to the enhancement of our employee value proposition (EVP) thereby streamlining and modernising our processes and service offerings.
- The Executive Director of People & OD shared an update on the P&OD strategic plan and positive progress to date with respect to P&OD Transformation in addition to the outcomes of our recent Colleague Engagement Survey, UKVI related developments and their associated operational implications. The Committee also heard that focus had shifted to more progressive workstreams during a quieter ER climate.
- The Interim Head of Equality, Diversity & Inclusion and the Director of Strategic Recruitment & Talent Acquisition provided an update on University colleague recruitment conversion rates focusing on diversity with a particular emphasis on ethnic minorities. This included coverage of relevant data analytics across key stages of the recruitment process journey alongside a summary of key workstreams (past and present).
- The Director of Strategy Implementation & Risk shared an update on new governance arrangements in place to enhance risk identification, mitigation and ownership around strategic risk through a period of regular review, backed by new system improvements.

POD/24/01 - Welcome, Introductions & Apologies

DD welcomed the Committee noting apologies as outlined above.

POD/24/02 - Update from Court

DD offered an update from the February meeting of Court which covered the Technology Strategy, the Keystone Building, student admissions and potential future Funding Council allocations. This included the pending conclusion of the recent Court Effectiveness Review (April), of particular interest to the Committee, which may impact the future operation of the Committee.

POD/24/03 – Performance & Reward Annual Update

GS presented an update on the work of the Performance & Reward function, covering aspects of reward, benefits, performance and health & wellbeing, and the integration of these elements

in enhancing the University's Employee Value Proposition (EVP).

The Committee heard about the University's Early Career Development Programme (ECDP) - the University's flagship development programme - which has a cohort of 671 participants. Over a period of up to 8 years participants typically move from Grade 7 to Grade 9. The Committee was interested to note that colleague engagement survey results illustrated less favourable levels of engagement and wellbeing within the ECDP cohort. This will receive further attention, supported by dashboard developments, which will support visibility of data to local P&OD teams. The Committee noted the low level of 'Research Only' representation on the programme given that participation applies to those engaged on contractual arrangements of 3 years or more. The Committee shared ideas in supporting improved positioning of the programme, including the prospect of LTS mentors and/or mentors beyond the School). The Committee recognised the programme supported the University to grow its own performance (particularly within the Russell Group) while acknowledging the time commitment for colleagues and the resultant workload impact for Schools at a local level.

The PDR process continues to be viewed favourably by colleagues and completion rates were high in the previous round at 90.6%. The Committee noted the observable disconnect between PDR self-assessment outcomes and ECDP target progress against objectives, which has been identified this as an area for improvement.

Academic Promotion continues to trend upwards in terms of applicant numbers (and successful applications) for both females and males. The growth in successful applications for males is slightly ahead of females, which remains the subject of ongoing trend analysis.

Zone Movement has seen the highest number of applications this year with the exception of 2021 (impacted by a pause in zone movement in 2020). The Committee observed that males were generally represented more than females in application numbers.

The overall spend on Rewarding Contribution for AY 2023-24 was c.£1m split across different grades. The Committee commented on the benefits of and flexibility for line managers in the different approaches to reward ranging from consolidated rewards to one-off/team awards. A range of benefits are also available, with new additions including dental insurance, additional gym discounts and increased cycle to work limits with a growing interest in financial, environmental, and health & wellbeing benefits.

The Committee also heard that the gender pay gap had decreased by 5.3% since 2020, down to 8.4% (vs Russell Group average gap of 13%). The ethnicity pay gap is currently 2.9% and the disability pay gap 11.9%. Challenges continue to persist in enhancing declaration rates particularly in relation to ethnicity and disability. The Committee noted an interest in seeing pay gap figures limited to academics only.

POD/24/04 - Strategic Update

CB presented a strategic overview of P&OD activity, noting that the quieter employee relations landscape of late had allowed a greater focus on more progressive workstreams. Attention was now turning to the strategic planning cycle whilst reflecting on the successful progression of strategic objectives in the current cycle. It is clear that strategic priorities will continue to be dominated by key themes, including the clear articulation and affirmation of our values, talent acquisition, organisational shape and design, technological developments and sustainability. Diversity and inclusion aspirations will similarly continue to be allied to our compelling employee value proposition.

Employee Relations

Following a challenging period of industrial unrest over the previous year, none of our campus trade unions currently have a mandate for strike action. At a national level, UCEA remains committed to working with sector trade unions on progressing their shared agenda which includes a review of the pay spine, addressing workload concerns, contract types and pay gaps, with local efforts complementing these national themes. The sector-wide review of HEI finances remains a priority ahead of the coming pay negotiation round for which UCEA recently received

the joint trade union Heads of Claim, which seeks an increase on all pay points of RPI +2% or flat rate of £2500 (whichever is greater) and a minimum pay rate of £15/hour. The Committee will be kept apprised of developments in the context of the ongoing challenging financial climate. It was also reported that the benefits of the recent USS changes are being felt by colleagues.

Universities Superannuation Scheme (USS)

From 1 January 2024, members pay a lower contribution rate of 6.1% (down from 9.8%) and will also benefit from a higher accrual rate of 1/75th (up from 1/85th) of salary up to a threshold of £70,308 (currently £41,004) and a 3/75th (up from 3/85th) lump sum on retirement, effective from 1 April 2024. In addition, those who were members of the scheme from 1 April 2022 to 31 March 2024 will receive a one-off benefit uplift (subject to certain conditions).

Colleague Engagement Survey

The latest Colleague Engagement Survey saw a 64% completion rate (+8 points on 2022) and returned a 70% overall engagement index (+5 points on 2022). As with previous rounds, there is a strong commitment to taking meaningful actions based on colleague feedback, utilising the now well embedded culture of dialogue and discussion. Notable highlights included improvements in wellbeing and work life balance and an increase in 'my role and development.' It is evident that challenges persist on the themes of communication, decision-making, leadership & strategy, and culture & values. Action has been directed to the responsiveness of senior management to staff views with a solutions focused paper discussed by SMG, who have agreed to a series of proactive measures including increasing participation in local meetings and 'walking the job' to enhance visibility and promote a shared understanding of decision making. Disabled colleagues continue to have a less positive experience overall and focus groups are planned to explore this further, with a sub-group of the Disability Equality Group (DEG) being established to focus on Estates matters alone.

UKVI

The University has expanded its earlier practice of reimbursing fees for the initial Skilled Worker Visa and Global Talent Visa for new colleagues following the c.15-20% increase in fees in October 2023. The University now reimburses fees for visa extensions in these categories and the cost of Indefinite Leave to Remain applications for those in scope. The Home Office is also in the process of implementing a significant rise (c.50%) in the average salary threshold for a Skilled Worker Visa effective from 1 April 2024. Transitional arrangements are expected for those already in the UK. Compliance with UKVI regulations is more important than ever with fines for breaches about to triple.

P&OD Transformation

Following the trailing of the target operating model at the last meeting of the Committee, the implementation is progressing apace with the pilot phases of three hubs (UKVI, Shared Services and Case Management) well underway. Focus to date has been on forming the new teams, ways of working and associated processes and protocols.

P&OD Systems Functionality

Recent focus has been on enhancing the capability of our current People XD system, aligned with target operating model plans, to improve user experience, expand self-service capability, increase efficiency/automation and embed data enabled decision-making. Other workstreams are focusing on improving the candidate recruitment experience (Volcanic), modernising Occupational Health (Orchid) and the introduction of a career pathways portal (Abintegro)

Career Pathways Framework

Progress continues on the Career Pathways Framework with positive feedback having been received from the Professional Services community. A job evaluation exercise has given assurances on the robustness of grading processes and a suite of generic job descriptions has been developed across the relevant job families, which have in turn been developed into 'career families.' These are now being mapped to recommended learning and development opportunities. The integration of a Career Development online platform integrated with People

XD will be a vital component to further improving colleague engagement and productivity with a launch targeted for mid-May.

POD/24/05 – Recruitment – Diversity Strategy

KF and MC attended to present an overview of diversity in recruitment conversion rates, focusing on the applicant journey for ethnic minority candidates at the University.

The Committee was reminded of the Understanding Racism, Transforming University Cultures (URTUC) report and associated action plan (February 2021) on which SMG members each took on individual actions. This included a focus on talent attraction and recruitment of colleagues, aligned with the University's KPI to grow the percentage of ethnic minority colleagues. The University has seen a steady upward trajectory from 8.7% (in AY 2018-19) to 15.3% (in AY 2022-23).

Efforts to improve the candidate journey over this period encapsulated updating candidate application processes/methodologies, enhancing inclusive language, building external networks, training (e.g. unconscious bias and inclusive hiring practices) and promoting vacancies through channels that reach diverse audiences.

Colleagues from P&OD Recruitment, EDI and P&OD Systems worked with Planning, Insights and Analytics to explore the applicant journey to identify any implicit or overt barriers to progression through six constituent parts of the recruitment process. Analysis highlighted an increase in ethnic minority applicants from 28.4% to 41.1% across the reporting period which resulted in a significant rise in with the number of Non-UK ethnic minority applicants. Despite comparatively lower participation, UK ethnic minority applicants were more likely to be shortlisted (22.7%) and subsequently appointed (11%) than Non-UK ethnic minority applicants (15.8% shortlisted and 7.1% appointed). The Committee reflected that it would be useful to better understand if nationality is a factor within these groupings. It was noted that white applicants were consistently nearly twice as likely to be shortlisted and subsequently appointed than ethnic minority applicants. Looking at grade, there were nearly double the proportion of white applicants shortlisted for grade 6 – 9 roles compared to ethnic minority applicants. The same pattern repeats at grade 10. Across MPA, OPS and R&T job families, nearly double the proportion of white applicants were shortlisted and appointed compared to ethnic minority applicants with a similar but less significant difference noted for Technical and Specialist roles.

The Committee welcomed the update and the data presented, noting that the uptick in ethnic minority applicants is a very positive development, particularly at a time when the recruitment market has been challenging generally. The Committee acknowledged the helpfulness of the data but cautioned on overly focusing on the data (given its limited range and ability to reflect longer term trends) with a preference on meaningful actions for improvement. The Committee agreed that this is not for P&OD to take on alone and acknowledged that efforts are underway to ensure broader integration, idea creation and approaches across the wider University. In the future, the Committee may also expect to see lived experience videos from ethnic minority colleagues, an enhanced candidate portal and greater diversity of panel composition among a range of items to enhance workplace culture and retention.

The Committee discussed the idea of exploring alternative recruitment assessment methods or exploring other creative approaches to demystifying HEIs as an option to increase the attraction (and retention) of ethnic minority staff. Regardless of approach, the Committee supported mainstreaming of activities rather than creating specific or distinct 'schemes' for particular cohorts.

POD/24/06 - Strategic Risk: Extending Reach

CCS attended P&OD Committee as part of a series of sessions to update all Court Committees on Strategic Risk (including the management and ownership of risk), an area of priority as identified by Court, to include a description of the risk and associated controls or mitigations. CB is the risk owner for two specific people-related risks: 'colleague attraction & retention' and

‘values-based culture & leadership culture.’ CCS gave a brief overview of the Portfolio and Programme Project, which will provide data and insights to the senior management team. The new approach will align data from a simplified business case template to enable the use of decision points as a common ground.

The Committee welcomed the update and noted the importance of this work, particularly in relation to risk awareness and associated implications or actions.

POD/24/07 - People Analytics

With many elements of the analytics covered in the previous agenda items, CBr gave a brief summary of other analytics highlights including continued headcount growth (+5.8% vs January 2023), albeit at a slower rate due to the impacts of the current financial landscape. International staff continue to grow, with the Rest of World staff group (+16%) growing at a faster rate than our EU staff (+2.9%). New vacancies were down (-18.3%) year on year as expected in the current climate. Sickness absence rates averaged 2.6% over the period (Nov 23 – Jan 24), up from 2.2% in the previous year but still below the sector average of 2.9% as reported in the recent UCEA Sickness Absence Survey.

POD/24/08 - Draft Minutes of EDSC (06.12.23) & JCCN (13.02.24)

The draft minutes of the December EDSC and the February JCCN were noted as shared.

POD/24/09 - Minute of previous meeting of P&OD Committee (25 October 2023)

The Committee approved the note of the previous meeting in October 2023.

POD/24/10 - AOB

No other business was noted, however, DD offered his collective thanks on behalf of the Committee in recognition of RG's valued contributions over the last 8 years, as his term of office had reached its natural conclusion.



Equality and Diversity Strategy Committee

Minutes of Meeting held on 6 December 2023 at 13:00

Zoom Meeting

- Present:** Dr David Duncan (Convener, vice Prof Sir Anton Muscatelli), Mrs Christine Barr, Prof Sara Carter, Ms Hailie Pentleton-Owens, Prof Moira Fischbacher-Smith, Ms Kirsteen Fraser, Mrs Emma Gilmartin, Miss Rachel Sandison, Ms Mhairi Taylor
- Apologies:** Prof Sir Anton Muscatelli, Mr Tony Anderson, Prof Muffy Calder, Ms Uzma Khan, Prof Iain McInnes
- Attending:** Dr Katie Farrell, Dr Nighet Riaz, Martin Hendry, Mrs Janell Kelly (clerk)

Welcome and Apologies

D Duncan welcomed members, noting he was chairing the meeting in place of the Principal, who was unable to attend. Members noted the other apologies received.

1. Minutes of the previous meeting – EDSC/20230714/Minutes 1.0

The minutes were approved.

2. Matters arising – Paper 1

M Taylor provided relevant information and updates on the following items:

Action 2 – SFC's 'Persistent Inequalities' and National Equality Outcomes (NEOs);

M Taylor will follow up with Planning, Insight & Analytics and Gregor Caldwell, Executive Director of Finance, on the potential to include reporting on SFC's NEOs within the University's Annual Report.

ACTION: EDU

Action 3 – Unions involvement in future equality related campaigns

K Fraser confirmed she would approach EDU to discuss this, as required. Item removed from EDSC actions.

Action 4 – 42 Bute Gardens (old Adam Smith Building)

M Taylor reported that C Elsby had been investigating the options for upgrading the lift in the building. He had requested a general accessibility review and asked that the external ramp repairs/improvements are brought forward, as part of the cladding works.

Action 6 - Addressing the lack of disability understanding across the colleague community in the University

M Taylor reported this item had been taken forward by K Farrel, Clare Craig and Dafydd Waters from the Disability Service and would be marked as complete.

Action 7 – Online Reporting Systems

M Taylor reported both the EDU and new Safeguarding Team had been collaborating to review, develop and streamline the respective staff and student reporting systems. Further work will look at the outward facing webpage interface and content.

Action 8 – Student Wellbeing Framework Review – West Report

EDU to ensure EDSC receive an update from the Student Support & Wellbeing Framework Implementation Group at a future meeting.

ACTION: EDU

Action 9 – Mandatory Consent Training for Students

M Taylor noted that D Duncan and H Pentleton-Owens issued an all-student email on 16 October 2023 confirming the SRC's 'Let's Talk: Online GBV Training Module' was mandatory for all students. M Taylor to request a note of the number of current student completions undertaken.

ACTION: EDU

3. Terms of Reference Review – Paper 2

Members approved the draft Terms of Reference (ToR) as shown in Paper 2. D Duncan reported that one recommendation from the recent Court Effectiveness Review Report is for the University to review the Terms of References, and potentially streamline the structure, of the committees which report into Court. This may require future changes to the EDSC ToR.

4. Equality, Diversity and Inclusion (ED&I) Governance

M Taylor set out the current ED&I structure at the University during her presentation. She highlighted the growth in ED&I related groups within Colleges/University Services, noting while this increased awareness and focus on ED&I issues is very welcome, it has also resulted in a lack of strategic cohesion, with poor visibility of College and centralised projects/outputs meaning there have been some missed opportunities.

Members noted the varied feedback from M Taylor's consultation with the College-based EDI leads, College/University Service Heads of People and Organisational Development (P&OD), current Equality Champions and Student Representative Council (SRC).

M Taylor took members through three potential options for addressing the feedback received and highlighted some of the known structural and communication issues. Members noted the three options would represent progressive changes the current model; with the first two retaining the existing Equality Group structure with some changes in Group and EDSC membership; while the third option, which would align work around strategic aims, represented a more radical change.

Members discussed the various proposed options, however no one option was highlighted as the way forward. Members comments included the following:

- Support for incorporating College EDI Group voices on Equality Groups and potentially EDSC.
- Support for reducing the administrative burden of minuting the Equality Groups.
- Need to avoid 'report & update' style meetings/groups – must be action/decision/strategy orientated.
- Rejection of renaming and narrowing the focus of Equality Groups to the current Key Performance Indicators (KPIs).
- Solutions may be a 'pick and mix' of all suggested options.
- Demand for intersectional approach.
- The need to wait for the Court Effectiveness Review Report recommendations.

S Carter also suggested the potential to base a new structure on the Research Excellence Framework (REF) terminology of People, Culture and Environment.

Members suggested further work is required on this before EDSC can make any concrete recommendation on what changes are needed.

ACTION: EDU

5. Israeli/Palestinian Update

5.1 Support for University Community

D Duncan acknowledged the unfolding humanitarian crisis in the Middle East and emphasised the University's support for those expressing both their concerns and sympathies, in line with the institution's values, noting the focus has been on practical support for those affected. He cited the recent vigils and fund-raising appeals and confirmed the University had maintained good dialogue with both Jewish and Muslim student groups.

R Sandison advised that External Relations has also been in contact with colleagues impacted by the conflict. She also noted the recent sad loss of alumni, Dima Alhaj, in the conflict. R Sandison provided members with an overview of other related activities:

- Two vigils held on campus, creating space and time for all to come together to connect, pray, and grieve.
- Additional support offered to CARA (Council for At Risk Academics).
- Potential expansion of the University of Sanctuary Scholarships.
- Engagement with Prof Alison Phipps in her role as UNESCO Chair in Refugee Integration through Languages and the Arts.
- Contact made with our partner institution, the Islamic University of Gaza, who also sadly lost their President.

Members expressed concern for all those caught up in the conflict and noted the challenges faced by the University responding to it.

5.2 UCU-requested discussion on the IHRA 'Definition' of Antisemitism

D Duncan reminded members of the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism: **"Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities."** D Duncan noted that while it may not be a 'perfect' definition, it is accepted by significant parts of the Jewish community. He confirmed the University had adopted the main IHRA definition following extensive discussions at the November 2020 EDSC meeting.

Members noted the University and College Union (UCU) had now requested further discussion on the University's decision. C Barr confirmed she had recently advised all the Trades Union that the University had not taken the original decision to adopt the IHRA definition lightly, with lengthy debate at the time, and had also reminded them that the University had not formally adopted the IHRA's "Contemporary examples" as these were contentious.

K Fraser reminded members that her role on EDSC was to represent the Trades Unions voices. She stated that not all Trade Unions are in accord on this subject, but confirmed UCU colleagues had shared their real concerns for academic freedom and freedom of speech at the University. She reported some colleagues have decided to self-censor or remove content for fear of being labelled as antisemitic. They had cited the

[British Society of Middle Eastern Studies report on the impact of the adoption of IHRA definition](#), the International Studies Association and the European International Studies Association, all of whom had highlighted significant consequences for those who had, as part of their area of academic expertise and research, legitimately criticised Israeli government actions and policy. She stated academic colleagues' perception is that institutional reputation had been put ahead of protecting them as individuals, as well as their academic freedom.

S Carter highlighted the need for a clear definition of academic freedom, as opposed to freedom of speech which may be a personal opinion and not be based on expertise on the academic subject matter. M Taylor stated it may be wise to wait and see how the recently introduced Higher Education (Freedom of Speech) Act 2023 affected this landscape in English and Welsh institutions.

Members agreed the current conflict meant that taking any decision to rescind the adoption of the IHRA definition is problematic but time should be taken to review the IHRA definition at a future date.

M Fischbacher-Smith proposed that to help facilitate the future discussions, anonymised examples where academic colleagues have had concerns about publishing materials or content should be compiled. She also noted that once a final decision is made, the University must clearly articulate its position and how that is interlinked with the University's Social Media Policy and then support colleagues to have open, respectful and scholarly debate.

Members thanked K Fraser for her considered thoughts on this difficult issue. K Fraser agreed to report EDSC's comments and request for examples to UCU representative colleagues. **ACTION: K Fraser**

D Duncan, C Barr and K Fraser agreed more discussion should initially take place with all the Trade Unions at the Policy Review Group (PRG) and the topic discussed again at a future EDSC meeting.

ACTION: C Barr/K Fraser/D Duncan

6. Staff Related Items

6.1 Annual Monitoring Report 2022-23 – Paper 3

Members welcomed the reduction in rates of 'unknown' as a result of sustained efforts by the P&OD Systems team in encouraging disclosures. M Taylor highlighted all three figures relating to the University's diversity related KPI targets have increased. She referred member to the Executive Summary for other important changes. M Taylor called attention to the 93% increase in the recorded number of Managing Attendance, Discipline and Grievance cases. This appears to be a result of the introduction of improved management information, rather than any specific increase in the actual case load.

M Taylor noted that while the KPI relating to the percentage of Senior Women had increased to 33.8%, the slow pace of gains made over the last few years makes it unlikely the target figure of 50% will be met within the set timescale. She suggested significant gains could be made by implementing Positive Action initiatives within in the College of Science and Engineering to try to address the Sex imbalance across that College's population (Chart 35). K Farrell noted the James Watt School of Engineering have begun work on this by looking to introduce targeted Fellowships.

6.2 Colleague Engagement Survey 2023 Results

M Taylor presented the results from the 2023 survey, detailing actions taken since the last survey.

Members noted the Dignity and Diversity themed questions continue to have the highest percentage of favourable responses (76%), while Culture and Values again show the lowest (39%). M Taylor outlined the results by specific protected characteristics (race, disability, and sexual orientation) and provided a summary of comments where bullying, harassment and equality were referenced. She detailed priority actions, for both the University and EDU, designed to address the issues raised by the survey results.

6.3 Domestic Violence & Abuse (DV&A) discussion

K Fraser noted while the University's Equality and Diversity Policy already includes reference to DV&A, all Trades Unions are united in calling for work to increase awareness across the institution of the practical support which can be put in place for those experiencing DV&A and to ensure any resulting policy or guidance is written in inclusive language, recognising that DV&A can be experienced by both women and men and within same sex relationships. K Fraser stated numbers benefitting from such a policy will likely be small but emphasised the support it would provide would make a significant difference to those affected.

Members supported this and noted initial discussions will be held with the Unions through PRG, with the Gender Equality Group and EDSC having sight of any policy/guidance once further developed.

ACTION: EDU/K Fraser

7. **Student Related Items**

No student related issues were raised.

8. **Equality Champions Updates**

8.1 Age

M Taylor confirmed there was nothing to report in this area.

8.2 Disability

C Barr updated members on the positive progress made in addressing many of the legacy Estates-related issues. She highlighted Admissions and Registry changes allowing the Disability Service to make early contact with disabled offer holders, thus ensuring their support provisions were put in place in a timely manner.

8.3 Gender (Sex)

S Carter reported that the Gender Equality Group continued to focus on the Ross Report Recommendations (RRR) but noted recent focus has been on the University's [‘Together Against Gender Based Violence’ campaign](#) which was launched at the start of the UN's 16 days of Activism on GBV. E Gilmartin provided members with an extensive update on the campaign activities and related resources.

8.4 Mental Health

D Duncan reported good progress was being made through the work of the Mental Health Group.

8.5 LGBT+

M Fischbacher-Smith reported the University had renewed its membership of Stonewall. The LGBT+ Equality Group members had decided this should be renewed for the subsequent two years, when with a fuller consultation will take place on any future renewals.

8.6 Race

M Taylor advised the Race Equality Group meeting had a very full agenda, including discussions on the ethnicity awarding gap and decolonising the curriculum. She reported Black History Month was again marked by many events across the University. She also advised KPMG have been auditing the implementation of the Understanding Racism, Transforming University Culture (URTUC) Action Plan and confirmed Audit Committee will receive the final report.

8.7 Religion and Belief

M Taylor referred to earlier discussions on the current Middle East conflict and highlighted the University Chaplain, Rev Dr Carolyn Kelly, continues to do great work, supporting all members of the University community during this difficult time.

8.8 Sanctuary

R Sandison reported the University had joined the [UK Higher Education Humanitarian Group](#) and hoped to submit a pledge to both that and the UNHCR Global Refugee Forum. Work had also begun on a similar pledge relating to Gypsy, Traveller, Roma and Showmen and Boater community inclusion.

9. **Items for Information**

9.1 Letter from Minister for Equalities, Migration and Refugees – PSED in Scotland Review – Paper 4

Members noted, as no technical guidance had yet been provided by the Scottish Government, Paper 4 which was provide for information only.

10. **Any Other Business**

10.1 Request to review Equality and Diversity Policy - Appendix H

M Hendry advised a recent case, involving a student's request for adjustments to assignment deadlines due to religious observance, had resulted in the view that the University's policy should be amended slightly to provide more clarity in this area. M Taylor confirmed EDU and the University Chaplain would be able to assist and facilitate an update.

10.2 Keystone Building – Drive for Inclusive and Accessible Buildings

M Fischbacher-Smith highlighted the work of Claire Craig, Head of Student Wellbeing & Inclusion, and Dafydd Waters, Disability & Inclusion Lead, who had championed and pushed on the design standards for the planned new building to ensure the University delivers on a truly inclusive experience for its students.

10.3 Vote of Thanks

The Convener noted this was the last EDSC meeting for M Taylor, as she was leaving the University in early 2024. Members expressed their thanks for her significant contribution in advancing the equality agenda over her 18 years at the University and wished her well in her new role at the University of Dundee.

Date of Next Meeting: 18 March 2024

Joint Committee of Consultation & Negotiation (JCCN)



JCCN MINUTE

13 February 2024

14.00 – 15.30

Present

Frank Coton (FC)	Snr VP & Deputy Vice Chancellor (Academic)
David Duncan (DD)	Deputy VC – Operations, COO, Secretary
Christine Barr (CB)	Executive Director of People & OD
Claire Williamson (CW)	Head of People & OD – US & Employee Relations
Chris Branney (CBr)	Employee Relations – Lead
Alex Gibson (AG)	GMB
Tom Queen (TQ)	UNITE
Sophie Watson (SW)	UNISON
Richard Reeve (RR)	UCU
Vlad Unkovski-Korica (VUK)	UCU
Laura McCrimmon (LM)	EA to EDP&OD (Minute)

In Attendance:

Gregor Caldwell	Executive Director of Finance (Item JC360)
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Apologies

Chris Kennedy (CK)	Unite
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No.	Item
JC358	<p>Welcome & Apologies</p> <p>SW welcomed everyone to the meeting. Apologies were noted from CK, with TQ attending on behalf of Unite.</p>
JC359	<p>Future Strategy Update</p> <p>FC shared early thinking in relation to the future UoG Strategy noting there will be wide consultation and a number of stages to the process prior to launch, with the existing strategy anticipated to run till the end of 2025. The committee heard details of previous strategies, their evolution and the positive progress the University has made across areas such as our position in the rankings, our estate and IT infrastructure and advances in corporate engagement.</p> <p>Colleague feedback suggests that we currently have too many strategies and it is causing confusion around what we collectively stand for and what we are trying to achieve. The intention is to simplify this into three strategies Teaching, Research & Engagement with other areas hosting operational plans rather than individual strategies. Whilst previous strategies have run for 5-years, given the level of maturity of the university and the time taken to roll out some of the complex initiatives a 10-year strategic cycle with a 5yr review point is being considered. This will involve setting a strategy that will stand the test of time against external factors, take a visionary and ambitious approach that is understood by all, and that clearly outlines what we are trying to achieve whilst showcasing progress and outcomes through defined evidence and KPIs.</p> <p>The JCCN heard that our comprehensive set of values, which were front and centre of the previous strategy will prevail into the next strategy, but that we would be looking to sense check these with our community to ensure they still resonate so that anyone coming into the University can easily identify what our culture and values stand for.</p> <p>Following questions/comments from trade unions colleagues FC provided responses on;</p> <ul style="list-style-type: none"> • Examples of leading indicators • The reasoning behind the proposed 10-year cycle (with a 5yr review point) being that our core pillars and direction of travel have remained consistent over previous strategies

- The approach to colleague consultation and engagement across all areas and grades ensuring we align with what matters most to colleagues in their day jobs and that the strategy resonates with them, conducted through a variety of methods such as a tour of the university to engage with every unit, a number of cross functional sessions to consider challenges, open house events, a mailbox, social media etc.
- The intention to publish drafts of the strategy as we go to be transparent throughout.
- The request for the University strategy to include more strategic focus and planning and be less reactive was noted.

JC360 **Financial Overview**

The JCCN welcomed GC to the meeting who was in attendance to share an overview of the Universities financial position for this year. Key headlines included;

- The significant gap to budget due to reduced international recruitment, partially offset by savings and the implementation of some mitigation measures which have offset some of the £47m gap for this year bringing the figure down to £18m (but this is not sustainable long term).
- The University is currently forecasting a deficit in 2024 of £23m.
- The University remains in a relatively strong financial position but financial sustainability is reliant on international recruitment.
- Recruitment for 2025 remains uncertain with mitigating actions being taken to regain our financial position.
- A dual budget has been prepared for 2025 (1 – regain budget position, 2 – flat to 2024) with accompanying investment plans which can be trimmed accordingly.

Concerns were raised by TU colleagues regarding some of the mitigation measures such as slowing down recruitment and how decisions were being made on what is business critical without speaking to those on the ground. TU colleagues questioned how these decisions are impacting ongoing delivery and putting colleagues health and wellbeing at risk with ever increasing workloads, as well as the potential to lose good talent, and be counterproductive to existing growth strategies. Further there is a perception that some areas are getting round the perceived recruitment freeze by using agency staff which are more expensive. CB clarified that agency staff spend is being monitored closely and will be the subject of review by professional services leadership at the next PSG meeting with TU colleagues expressing they would be interested to see the output from any such review. If anyone has concerns about specific areas however, CB would be happy to discuss offline. GC noted that there is no recruitment freeze, and that the pay bill continues to rise with a £30m increase in our hiring bill this year. The University will continue to grow and invest in staff and the institution; however, decisions need to be made by local leaders on what is business critical. The committee and colleagues more widely are encouraged to speak with their managers and escalate concerns as needed to HoS or HoF.

Following questions raised by TU colleagues, GC confirmed that there were multiple factors which impacted the drop in international student numbers this year including; a commitment to the SRC to hold international student numbers over 2023/24 resulting in changes to the recruitment process; a limited number of offers resulting in a delay in offers going out, whilst at the same time we saw a rise in competition in places such as Australia, and financial pressures in the China and Singapore markets. A series of steps have been taken institutionally including a review of the recruitment process, providing accommodation guarantees, increasing the use of deposits to give us better predictability, a review of entrance criteria and the discounts budget will be utilised more effectively. Impacts in terms of success (or otherwise) of these measures will not be seen until later in the cycle.

In response to questions around mitigations at a UCEA/Russell Group level the committee heard that both the SFC and PWC have published reports on the sustainability and pressures on the sector, which provide insight into SFC funding not keeping at pace with salaries, pensions, broader UK reliance on international students, and government and research funding, however they do not provide any easy solutions.

National Landscape

National talks recommenced at the end of 2023 and are now focussed on the financial sustainability consultation. There is collective agreement on the need for a pay spine review, however it remains unlikely that this year's pay negotiations will produce an offer agreeable to all parties, however this should not detract from the ongoing good work and progress being made around the non-pay elements.

Non-Pay Related Considerations

The committee heard that the tabled paper was prepared by JULC following the ongoing disputes around the non-pay aspects and the more recent response from the Principal surrounding the work which is already complete/underway. The paper outlines areas which matter most to members categorised into the topics of sustainability, divestment from arms industry, travel subsidies, wellbeing and workload / work life balance, leave considerations, pay & pensions and the University nursery provision. Feedback on the paper included;

- A request for the paper be recategorised by priority given the current budget projections, and that almost every request outlined in the paper has a financial implication.
- Whilst it would be a useful exercise to understand where we could make maximum impact on travel discounts it would be challenging to implement an equitable solution given the variable modes of transport, locations and companies used by our community.
- Leave provision uptake and data will be the subject of discussion at a future PRG
- There is a nursery committee reporting through Karen Lee – who would be happy to discuss ideas with TU colleagues.

Action DD's office to arrange meeting with TU Colleagues in relation to Divestment from Arms Industry.

Proposed Dismissal Appeal Hearing Members

The JCCN were asked to approve the proposed list of academic dismissal appeal hearing members (produced in conjunction with HoPOD) given the dwindling number of members available across the institution since the initial training many years ago. Governance requires JCCN approval prior to being taken forward to Court. TU colleagues were not familiar with the procedural elements which are in statute and asked for additional time to discuss the matter. **Action: CBr** to arrange offline meeting and obtain approval (including by email if necessary) before submitting to Court.

Employee Relations Updates

The JCCN were asked for comment / questions surrounding the tabled papers on Organisational Change, Policy Review Group and CCF, feedback included;

- Concerns were raised surrounding the lack of consultation regarding the significant changes through the SPS restructuring within COSS. CB noted that she has already had positive discussions with the school leadership who will take this forward with TU colleagues.
- Clarification was provided surrounding the closure of the Extended Workforce Group in its current form, noting that many of the actions to be taken forward do not sit with CBr/AH and therefore cannot be progressed by P&OD. It was noted that UCU do not support this approach and feel there is a value in the working group continuing. CB confirmed that relevant outstanding and future actions will need to be managed through appropriate college forums to allow POD colleagues to make progress on work which falls within their remit.

Following the two recent IHRA meetings the UCU remain concerned by the imposition of a specific member of the working group who they do not believe to be impartial. Further, RR questioned when the terms of reference would be ready as there is potential for trust to be lost through lack of engagement. CB noted that the Interim Head of EDI had only taken up post two days earlier and that she would produce a skeleton ToR at the earliest. The working group will be chaired by Moira Fischbacher Smith – VP L&T who is aware of the concerns of the UCU, the committee agreed that it

is appropriate to engage with UoG experts in their field, however noted that it will be for MFS to agree with the working group whether this be by membership or on a consultative basis.

JC363 **Approval of Note & Matters Arising**
The note of the previous meeting was approved.

Court Context Card 17 April 2024 - REPORT FROM Health Safety & Wellbeing Committee 4th of March 2024

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	Draft Minute and HSW Annual Report

Topic last discussed at Court	Last report to Court was 14 Feb 2024
Topic discussed at Committee	N/A
Court members present	Dr David Duncan
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	N/A
Timing	N/A
Red-Amber-Green Rating	N/A

Paper Summary

The Committee discussed the following items - Estates Safety report, the Occupational Health and Wellbeing Report, the SEPS report, the HSW Annual Report and the Business and Study Travel Policy. Court is asked to note the Annual Report attached as **Annex 1**

Topics to be discussed

Action from Court	as Court wishes
Recommendation to Court	to note report
	N/A

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

Demographics	All staff, students and visitors
% of University	

Operating stats
% of

Campus	All locations
---------------	---------------

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 4th of March 2024, 10am in the Melville Room.

Present: David Duncan, Paula McKerrow, Sharon Burns, Molly Corbett, Simon Ambrose, Jenna Millar, Cyril Pacot, Rosie Thompson, Steven Richardson, Selina Woolcott, David McLean, Gary Stephen, Mhairi Docherty, Hazel Bookham, David Harty

In Attendance: Debbie Beales

Apologies: Louise Stergar, Chris Kennedy, Tony Anderson, Gillian Shaw, Phil Whitfield, James Gray, Peter Haggarty

1. Minutes of the Meeting held on 4th of December 2023

The Minute of the meeting held on the 4th of December 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:

- Donna Robertson has been appointed as Senior Compliance Adviser. Vacancies still to be filled include a Compliance Adviser and a Fire Safety Specialist Adviser (this is currently being carried out on a consultant basis).
- Contractor near miss reports will be used to see how contractors work together with any trends to form part of future reports.
- Technical Services have taken over fire and asbestos operational management, with the Compliance Team providing advisory support.
- RAAC. All surveys are complete, with the findings reported to the relevant areas. Moving forward, Estates will complete surveys on an annual basis.

3. Occupational Health and Wellbeing Report (Paper 2)

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

- Seasonal Influenza vaccines. These were delivered to 178 staff by the end of 2023. Hazel Bookham discussed the possibility of extending this scheme to all staff who aren't entitled to the vaccine through the NHS and the Committee agreed that consideration should be given to providing funding for this. Hazel is currently conducting a costing exercise and will share the outcome with David Duncan for budget approval.
- The Access to Work Mental Health Support Service is a free service funded by the Department for Work and Pensions. They provide advice, information, support and tools to help support staff with mental health conditions. The Committee agreed that this is something that will benefit staff and asked Hazel Bookham to sign up for this service on the University's behalf.

4. SEPS Report (Paper 3)

The Committee noted the paper that was circulated for information only. This is David McLean's last HSWC meeting as he retires at the end of the month. The Committee thanked David for over 3 decades of service. David, with his good judgement and humour, will be sorely missed by the University and the Committee wished him a happy retirement.

5. Audit update (Paper 4)

The Committee noted the paper that was circulated. David McLean informed the Committee that some Colleges are not progressing with their actions as expected and asked HSWC College reps to liaise with the relevant areas to complete all outstanding actions.

6. Sickness absence stats (Paper 5)

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

7. HSW Annual Report (Paper 6)

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

- There were some staff movements, with Stella Matimba, Business Continuity Adviser, moving on to a new role outside the sector in May, being replaced by Liridona Jahdaut in August, and Alan Watson, Fire Officer, moving to a promoted role at the University of Strathclyde in December.
- Issues in gas manifold system statutory examinations led to an intensive piece of work by the Chemical Safety Adviser (CSA) and Head of SEPS to improve the accuracy of the University's records of these systems.
- The Biological Safety Advisers (BSA) role continued to expand for several reasons: HSE's enhanced inspection regime meant that the BSA had to provide considerable support to Schools engaging in research work with high-risk biological agents. HSE reviewed their Approved List of Biological Agents in 2023. This led to some agents being re-classified into higher-risk categories, leading to considerable input from the BSA. The marked increase in interdisciplinary collaborations between those in non-biological disciplines, such as chemistry and engineering, with colleagues in biosciences has increased the demand for biosafety support, advice and training.
- There were 80 reports of incidents, near-misses and dangerous occurrences involving chemicals and the Chemical Safety Adviser (CSA) responded to many of these in person.
- The work of the Fire Safety team was impacted significantly by the change of the University's property insurer, which resulted in the new insurer conducting extensive inspections and follow up meetings. A key success for fire safety this year was the continuing decrease in unwanted fire alarm activations from 311 the previous year to 238 and a resultant fall in the need for Scottish Fire and Rescue Service attendance from 29% to 23%.
- The Radiation Protection Service had input to several major projects. The RPA calculated and supplied detailed shielding requirements for a new proposed PET imaging facility at the Beatson Institute, worked with the Health Physicist to determine shielding weak spots around the new Linear Accelerator at the SAH and collaborated with the installer to provide shielding requirements for the proposed CT scanner for the Weipers Equine Centre. In addition, the radiation dosimetry service contract was reviewed, re-tendered and awarded.

Selina Woolcott thanked David McLean, Head of SEPS, and Jim Gray, Head of RPS, for their hard work and dedication. Both David and Jim retire at the end of this month and their knowledge and expertise will be missed

8. HSW Policy Review (Paper 7)

The Committee noted the paper that was circulated. Selina Woolcott informed the Committee that the only change to the policy, is the change in her job title. This reflects the re-brand of Health, Safety & Wellbeing to University Safety & Resilience. The updated document will be published on the USR website.

9. Management of Stress in the Workplace review (verbal update SW)

This item was not covered at the meeting. Selina Woolcott will provide an email update in the short term, and the item will be covered at the May meeting.

10. Business and Study Travel Policy review (Paper 8)

The Committee noted the paper that was circulated. Selina Woolcott informed the Committee of the following changes to this document:

- Section 4.1 – added tax advice.
- Section 7.6 – link updated.
- Section 7.7 - link to Togetherall removed.
- Section 10.3 – additional detail on debriefing travellers added.

The updated Policy will be published on the USR website.

Selina informed the Committee that the Insurance Team have provided some travel risk data which will be presented for information at future Committees once a suitable format has been reached.

11. Any Other Business

There was no AOB.

10. Date of Next Meeting

The next meeting of the HSWC will take place at 10am on Friday the 31st of May 2024 in the Melville Room.

Contents

1. Executive Summary

As always 2023 was a busy year for the teams in HS&W and our colleagues in OH&W. There were some departures, with Stella Matimba, Business Continuity Adviser, in May, moving on to a new role outside the sector and Alan Watson, Fire Officer, moving to a promoted role at the University of Strathclyde in December. We are grateful for their time and expertise whilst with us and wish them every success in their new roles. We welcomed Liridona Jahdaut into the post of BC Adviser in August.

SEPS and RPS experienced the usual diverse range of requests for advice, one of the more unusual being one regarding the installation of a fuel system for powering experimental self-combusting rocket engines! Another was a request for advice and support from the Biological Safety Adviser (BSA) in relation to the handling of samples from stranded marine animals (as part of a Government contract concerning the Scottish Marine Animal Stranding Scheme) which required Level 4 containment facilities and protocols.

It is usual for HSW to have a mixture of planned and responsive work, and the latter can sometimes impact on the former, due to the urgency or volume of the work involved. One example was the need for an urgent response to the emergence in September of national concerns over reinforced aerated autoclaved concrete (RAAC) in public buildings. This required a series of surveys to be conducted by Estates colleagues and specialist consultants and the Head of SEPS developed a risk assessment process to assist in quantifying risk, determining the safety of the small number of affected areas and prioritising any follow-up measures to ensure the ongoing monitoring and maintenance of these spaces. Fortunately, any impact on operational activities was minimal.

Issues in gas manifold system statutory examinations highlighted in March led to an intensive piece of work by the Chemical Safety Adviser (CSA) and Head of SEPS to improve the accuracy of the University's records of these systems and wider pressures systems along with levels of compliance with relevant statutory examination and testing regimes.

Overseas business and study travel remains one of the University's higher risk areas and enquiries on travel included that around proposed trips to Peru, Iraq, Ethiopia, Mongolia and South Africa. The Head of SEPS also supported the UofG Insurance team to establish a comprehensive picture of the range and types of student placement activities, at the request of our liability insurance underwriters.

The demands on the BSA's time continue to increase markedly. This is due to a number of contributory factors: HSE's enhanced inspection regime, in the wake of the Pandemic, continues apace with a need for the BSA to provide considerable support to those Schools engaging in research work with high-risk biological agents. This included considerable input to and collation of material developed to satisfy the Improvement Notice served in December 2022 for completion by March 2023; HSE's review of their Approved List of Biological Agents during 2023 led to a number of agents being re-classified into higher-risk categories, requiring enhanced containment facilities which were not necessarily immediately available, leading to considerable request for input from the BSA; the marked increase in interdisciplinary collaborations between those in non-biological disciplines, such as chemistry and engineering, with colleagues in biosciences has increased the demand for biosafety support, advice and training.

The CSA also had a very busy and varied year. The before mentioned survey of pressure systems and gas manifolds also led to a full review and update of associated guidance, as part of a wider review and update of all the guidance material on the Chemical Safety web pages to ensure they were fully up to date and appropriately accessible. The CSA contributed to several chemical disposal assessments and processes necessary to ensure obsolete chemicals are not retained inappropriately. There were 80 reports of incidents, near-misses and dangerous occurrences involving chemicals and the CSA responded to many of these in person. Some notable ones involved: unplanned nitrogen release in a basement area, investigations to reassure a contractor who believed they may have been exposed to a harmful substance during roof work, ejections of a brass gas cylinder regulator under pressure and unsafe, unauthorised, modifications made by a spinout company working in a laboratory on UofG premises. This latter led to the development of a memorandum of understanding between UofG and spinout companies by the CSA.

Having had a period of smooth running of the clinical waste contract, we once again encountered issues with overdue invoices, to the value of around £25K, which threatened service continuity. This would have impacted on several areas but particularly on Biological Services due to lack of space to store accumulated waste. The Safety and Environment Adviser (SEA) and Head of SEPS worked hard to interrogate financial systems to find the cause of order number discrepancies, established to be due to administrative failures by both University units and the contractor, and get the overdue payments resolved. Work continues to prevent recurrence with SEPS playing a major role on behalf of the affected units in order to maintain service. The SEA also assisted the Cleaning and Waste Adviser to deliver a successful pilot recycling trial for polystyrene waste, and, with other SEPS colleagues, supported the Department for Transport's security inspection of the UofG arrangements for the transport of high consequence dangerous materials, resulting in a "compliant" rating.

The work of the Fire Safety team was impacted significantly, during 2023, by the change of the University's property insurer, which resulted in the new insurer conducting extensive inspections and follow up meetings, requiring considerable in-person support as well as presentation of a significant volume of documentation. Responding to their findings and queries, with colleagues from Estates, extended this exercise over a period of months; an increase in demand for in-person training, particularly Fire Warden training - most likely due to the introduction of hybrid working and the need for more appointed persons. A high volume of new build activity required a particularly high input from the Fire Officers in terms of "soft landings" advice and support for new-build handovers, with the risk assessment conducted for the newly commissioned ARC, handover support and risk assessment for the Clarice Pears and handover support for the new Adam Smith Business School. Support for the campus development programme by Fire Officers and other specialist advisers is key in minimising the need for expensive, disruptive post-commissioning work. A key success for fire safety this year was the continuing decrease in unwanted fire alarm activations from 311 the previous year to 238 and a resultant fall in the need for Scottish Fire and Rescue Service attendance from 29% to 23%.

The Radiation Protection Service had input to several major projects. The RPA calculated and supplied detailed shielding requirements for a new proposed PET imaging facility at the Beatson Institute, worked with the Health Physicist to determine shielding weak spots around the new Linear Accelerator at the SAH and collaborated with the installer to provide shielding requirements for the proposed CT scanner for the Weipers Equine Centre. In addition the radiation dosimetry service contract was reviewed, re-tendered and awarded.

A phenomenal volume of training was delivered by the members of HSW, comprising 163 courses (149 delivered in person, 14 online) with 6,984 attendees (6974 staff and students and 10 external attendees). The range of courses continues to grow, with new courses

including an IOSH Managing Safely refresher 1-day course, a new format of online induction, specialist course first aid course for oxygen/ cyanide and radiation safety refresher course.

The Occupational Health & Wellbeing team, OHW, saw some staff movement with the arrival and early departure of one OH Adviser, the recruitment of their replacement, Norma Stewart, and the recruitment of an OH Screening Nurse, Nicola Stewart. In a move to improve cost-effectiveness of screening clinic services and offer a development opportunity an Administrator, Lisa Johnston, was trained as a phlebotomist and now fulfills that role one day a week. This year, the Seasonal Influenza vaccine was made available to staff with 178 vaccines being delivered by the end December. The Head of OHW made a successful investment bid for funding to support implementation of a fully digitalised OH management system which will progress during 2024. The Head of OHU also presented at the Safety Coordinators' development day in October, organized by SEPS, which generated useful discussion and information around potential health surveillance requirements.

Wellbeing initiatives this year included health promotion sessions with four groups of staff within the University. A successful bid to the Ferguson Bequest resulted in a £9K allocation towards menopause and men's mental health support events. A visit by the NHS Blood Transfusion Service to Gartnavel generated 46 donors. 95 employees completed the Mental Health First Aid course and 148 of the 504 registered MHFAs completed a survey exploring their experience as MHFAs.

The departure of the previous Business Continuity Adviser and period for recruitment caused a slight pause in BC activities but there has been good progress, nonetheless. The PWC audit (2022) actions continued to be completed with a new BC Sharepoint site and hub coming online during 2023. The Strategic Business Impact Analysis (BIA) was approved at the end of the year and will form the basis for local BIAs. Approaches were made to Schools and Services for BC Coordinator nominations, with some early responses prior to the December break. Liridona Jahdaut, BC Adviser from August 2023, has made progress in familiarisation with her new work environment and sector through a series of meetings with internal stakeholders and attendance at regional and national network events. Attending a local disaster recovery exercise organised by ITS provided good background knowledge and material for the planned UofG cyber threat exercise planned for March 2024.

Finally, two residential away day events for HSW staff in May and October proved extremely productive, allowing dedicated time for the more strategic planning processes and preparation for some operational activities as well as the opportunity to celebrate some significant long-service markers for several team members.

2. Key developments and activities

Administrative changes

Staff changes within HSW included the departure of Business Continuity Adviser, Stella Matimba and the recruitment of Liridona Jahdaut to fill the role in August 2023.

Alan Watson left the SEPS fire team after 7 years in November to take up the vacant post at the University of Strathclyde and we thank him for his contribution to maintaining fire safety standards here at the University of Glasgow, wish him every success in his new role and look forward to opportunities to collaborate in future.

Billy Russell, our Senior Fire Safety Advisor, was elected to the chair of the Scottish University Fire Officers (USHA) group in October and as well as leading the Scottish group will liaise with the national UK group on all fire safety related matters.

HSW contribution continued toward Estates-led development of a suitable file structure to hold building records within the *Sharepoint* system. Although HSW have some relevant content, such as fire risk assessments, most information held by the team is not buildings information and so would not reside within this structure at its current point of development.

The formation of a new main entrance to the Kelvin Building will remove the current RPS offices and some lab space in 2024. Discussions have taken place over the course of the year on how the RPS team, and its equipment, can be accommodated. Plans include relocation of lab facilities to areas within the Kelvin Building and reconfiguration of the SEPS offices within the Isabella Elder building to provide shared space. It is expected that the move will take place early in 2024.

SEPS website was redeveloped during the year with a new tile-based landing page and now shares a common style with the HSW and RPS webpages. The SEPS site was regularly reviewed and updated over the latter part of the year using 'Site Improve' software to update broken weblinks and improve accessibility. SEPS site is one of the larger websites in the University and review and updating of content remains an ongoing but important task for the HSW and SEPS team.

General safety

Ongoing general safety advice requests via the SEPS inbox cover a very extensive range of topics. Some of the more typical ones this year have included water ingress, mould issues, welfare provision, food safety, display screen equipment, portable appliance testing (PAT), expectant mother risk assessment, general risk assessment, adverse chemical reactions, glove compatibility, travel advice and management systems. Amongst these there are more specialist or unusual topics as diverse in nature as ever. The breadth of enquiries expanded yet again this year and included a request for safety advice on the installation of a fuel system for powering experimental self-combusting rocket engines which are constructed and tested by one research team at a facility in Machrihanish.

Incident investigation continues to be an important part of SEPS role from which lessons can be learnt and improvements identified. Every incident report received by SEPS is reviewed by the Head of Service and assigned to a specialist adviser for further review and, if necessary, investigation. The aim of this is to identify both the immediate and underlying causes of an incident so that these can be addressed. The outcome of individual incidents reports cannot reasonably be catalogued in an annual report of this type and so are not discussed in detail. However, they are reported on a quarterly basis to the HSW Committee and some summary data is provided within Section 6.

SEPS contributed to completion of various applications, questionnaires and surveys associated with bids for research funding and duty of care activities on the part of funding providers. These included contribution to the JOSCAR submission, to facilitate access by the University to research contracts within the aerospace, security and defense sectors.

SEPS continued to respond to incoming Subject Access Requests and Freedom Of Information requests which are routinely used by claimants and their legal representatives as part of the civil claims process following accidents. During 2023, several of these related to historical claims, including noise and asbestos. In one case involving asbestos, the matter related to a period of employment during the late 1960s. Although SEPS retain records of any specific asbestos exposure incidents on a long-term basis (typically 40 years), information from that era is no longer held.

Triggered by issues with gas manifold system examinations uncovered in March, (see Chemical Safety section) considerable work was undertaken by SEPS through the middle part of the year to improve overall compliance with statutory examination of the full range of pressure plant items held by Schools. Lists of overdue equipment were prepared and circulated to Schools on a repeated basis over several months and vigorous support provided to each unit to help them identify and deal with outstanding items. In many cases, items were found to have been scrapped, but not removed from the inspection programme, whilst other items were able to be confirmed as still being held, but out of use on a semi-permanent or long-term basis. By December 2023 the list of School items was reduced to just over 20 notionally overdue items almost all of which are known to be currently out of use. This exercise has served as a useful training programme for local staff who are now much more aware of the requirements for statutory examination of pressure systems and their role in it. Where examinations are required, these are now being set up effectively by local staff. This can involve coordinating joint attendance by maintenance contractors, engineering surveyors and others as well as arranging system downtime and so can be administratively demanding.

SEPS also assisted with ensuring statutory examination of lifting equipment. This included identifying new equipment within our new JMS and ASBS buildings which will require regular examination, and support to the UofG team running the Scottish Marine Animal Stranding Scheme (SMASS), based near Inverness, to access examination services for their lifting equipment.

Transfer of the University's framework maintenance contract from one service provider to another, in April 2023, led to some initial uncertainty about the range of assets the new provider would be responsible for maintaining and resulted in labelling of some items falling under School and College responsibility as Estates plant. SEPS were involved in helping to disentangle and clarify the various responsibilities, in particular in relation to some type of extract ventilation equipment and specialist items such as microbiological safety cabinets, recirculating fume cupboards and compressed gas systems.

SEPS continues to engage with third-party partner organisations, subsidiary companies and spin-off companies associated with the University. This included agreement to provide temporary safety support to the Beatson CRC team during a void period in their own arrangements, clarification and agreement on support arrangements for UofG Commercial Ltd., and clarification of safety arrangements for various science/engineering/biological spin-off/partner companies based within our labs. The Chemical Safety Adviser (CSA) prepared a guidance document specifically setting out the nature of these arrangements as part of our efforts to co-ordinate our safety activities with these firms, as we are legally obliged to do. This document joins the existing NHS joint agreement which seeks to define safety arrangements between UofG and the NHS.

SEPS staff support and attend various safety-relevant working groups including, the newly formed LGBTQ Safety Working Group. This has only met a couple of times so far but would consider work-related issues affecting LGBTQ staff or students. This might include, for example, travel to countries where cultural norms could put LGBTQ staff or students at greater risk.

SEPS Safety and Environmental Adviser (SEA), in his Dangerous Goods Safety Adviser role, dealt with numerous requests for advice on consignment of dangerous goods across the University. Further to this a great deal of work was required in preparation for the Department for Transport inspection at the Centre for Virus Research, (reported in Section 7). In conjunction with the Biological Safety Advisor a Road Transport Security Plan was produced and shared across SEPS, CVR and Security. The plan was also challenged and

tested by impersonating a suspicious caller canvassing for information, which was not released.

Defibrillator locations across campus were identified and, working in conjunction with IT teams, added to the “*Near Me*” section of the UofG Life app. First aid support was further enhanced by work in conjunction with security to develop a SafeZone-based paging system to help locate any first aiders near to any incident so that they might be asked to attend. This system is operated by Security and helps alleviate the challenges of hybrid working arrangements, where many first aiders will not be on campus every day.

A demonstration of risk assessment safety software was arranged covering general risks. Our experience has been that general risk assessment systems tend to be more suitable for common risks such as construction, manufacturing or general work environments but less suitable for the more specialist activities encountered in many lab and research environments. More bespoke risk assessment, created by the application of appropriate professional judgement, is usually a more flexible and, if well done, better option.

RAAC concrete

Concerns arose in September 2023 over the possible presence of reinforced aerated autoclaved concrete (RAAC) within public buildings, the initial focus being on school premises and then, by extension, on HE premises. The University responded by implementing an immediate in-house survey of all buildings, on a prioritised basis, to identify any locations in which the presence of RAAC could be confirmed. In parallel with this a specialist structural engineer was commissioned to examine our building stock and to provide more detailed reports. Four locations where RAAC was present were identified: Wolfson Hall (5 buildings), SUERC (single storey), Acre Road Observatory (single storey) and an unoccupied structure supporting air handling plant adjacent to the McCall building. Wolfson Hall was found to have a RAAC roof structure which was in good condition and conventional reinforced concrete intermediate floors. The top floor was unoccupied over the summer and was kept out of use to allow completion of inspections. As a result, closure of the premises was not required. The area has now been returned to normal use and is subject to a periodic re-inspection regime. In the other three locations, temporary propping of areas where localised RAAC panel damage or deterioration was identified was required pending provision of more permanent additional support. Regular reinspection of all RAAC panels in accordance with structural engineer recommendations will be carried out under an Estates-managed plan to ensure that it remains in a safe condition.

Travel

HSW trialled two travel risk management systems which include travel risk assessment elements. Much of the wider risk management function of these systems was found to already be provided by our Security team and by SafeZone leaving the risk assessment element as the main interest to us. We found that one system had a well-developed risk assessment template but that this would still have required very substantial customisation to align with UofG procedures. Budgetary constraints prevent further exploration of the system at this stage but an in-house digitisation of our existing risk assessment template may provide a low cost and fully UofG owned enhancement to the current form-based system and so merits further exploration.

SEPS were consulted on travel risk assessment procedures for proposed trips to several overseas locations where special hazards were anticipated including Peru, Iraq, Ethiopia, Mongolia and South Africa. During 2024 it is proposed to audit elements of the travel system beginning with identifiable trips to higher risk destinations where there are FCDO warnings in place and to review risk assessment availability and quality for these. This will require consultation with the Finance insurance team about the travel data available that may allow such monitoring.

In response to enquiries from our liability insurance underwriters, our insurance broker requested information about the nature and extent of student placement activity organised or authorised by the University. During the March to June period, SEPS conducted a survey of key academic units to provide information which was supplied via our Finance team to help answer these questions.

Biological safety

The Biological Safety Adviser (BSA) provided specialist safety advice across the Colleges, Schools and Services as work progressed or was planned throughout the year. CMVLS and CoSE are a major focus for biological safety. However, biological related activities extend across the University, often in unexpected areas. General safety advice as well as specialist biological support was given to management units involved in teaching, research and support activities throughout the year and provision of extensive advice was also required for building works, including laboratory refurbishments and new facilities. Specialist technical and legislative advice is required, in particular for biological containment areas during planning, commissioning and operation of all facilities.

Work with pathogens and animal models across the organisation continues to grow. SEPS has continued to support this and to update the University Pathogens and Toxins register as new work commences. Research success and expansion in biological work has raised the level of biological safety and security risk across the organisation and. In response, the enforcing authority, the Health and Safety Executive (HSE), now conduct enhanced and more frequent inspections to ensure robust external oversight of these activities. This has resulted in an increased workload for our BSA for the past 18 months, supporting front-line academics and area managers in managing this work, and in preparing for our regular HSE inspections. In the post-Covid era, it is understandable that enforcing authorities are keen to ensure the highest standards and a visible and robust regulator engagement.

There has been a marked increase in interdisciplinary collaborations that involve biological material, encouraged by the co-location of chemists, engineers and biologists in areas such as the Advanced Research Centre (ARC). Significant professional support can be required where personnel have no biological safety background or dedicated biosafety-competent personnel within their discipline.

The BSA routinely reviews all reported incidents with a biosafety element and investigated many of these, including one event that was potentially reportable to HSE involving a Level 3 agent. Other non-biological incidents are similarly reviewed and investigated within the School and units where the BSA is the primary HSW contact. The HSW team continue to meet and work with the POD occupational health team to agree suitable safety practices and advice both for general application and in relation to specific cases, where appropriate.

SMASS, mentioned earlier, is a dedicated research and reporting scheme for certain marine creatures that is currently operated by a UofG team under Government contract. Although a small unit it has required substantial biosafety input this year following the detection of animal pathogens requiring Containment Level 4 facilities in biological materials recovered and held at the University. This required the material to be appropriately secured before transfer, after appropriate consultation with HSE, to a suitable containment facility elsewhere in the UK. SMASS future work will require careful risk assessment and an agreed approach to the foreseeable and changing biological risk within the marine animal populations being studied.

Other areas of support during the year included regular attendance at the School of Infection and Immunity's Health and Safety Committee meetings, support on the importation processes and documentation for receiving pathogens and specimens into the UK from EU and non-EU countries and advice throughout the year to the four CMVLS Genetic Modification Safety Committees (GMSCs) to ensure appropriate approvals were in place for work with genetically modified organisms. Although a matter for CMVLS to resolve, two staff with lead roles in their GM management wish to step down from their positions imminently and suitable experienced replacements will be needed to fill these roles and ensure continuity of appropriate and legally required GM permission processes. As a co-opted member of the NHS Greater Glasgow & Clyde GMSC, the BSA also continued to contribute to the review of GM risk assessments for work in NHS clinical trials.

Following the December 2022 HSE inspection, an Improvement (enforcement) Notice was issued along with a number of required actions. These were addressed to the satisfaction of HSE by the specified completion dates of March and Oct 2023. A further planned HSE inspection was conducted by HSE in March 2023 of our Containment Level 3 (CL3) facilities. This inspection was more successful with no response required nor points raised by the inspector who, having gained greater awareness of the University systems in place, was more positive on that occasion. Preparation and follow-up for these inspections was extremely time-consuming and demanding of the BSA's skill, time and personal resilience. This included preparation of a Biosafety Management Arrangements document to fit within the overall health and safety management structure of the Schools and Services and a Biosafety Policy Statement and Guidelines for the Design, Operation and Management of CL3 areas. Further ongoing HSE inspections are scheduled on an ongoing basis during 2024 and, we presume, beyond.

One CMVLS response to HSE requirements was the creation of a new CMVLS Biosafety Manager post which will provide a local management function and oversight of day-to-day operations. The BSA gave input to the requirements, job description and recruitment process of this post with an appointment successfully made by CMVLS in November 2023. Although primarily an operational function, the role-holder will work in conjunction with the BSA in respect of some institutional governance functions of the HSW team such as inspection and audit.

Chemical safety

2023 was another busy year during which the CSA was called upon to provide advice and support on a range of topics to colleagues across the organisation as well as responding to ad hoc requests for assistance. This included development and updating of policy and guidance materials including preparation of a Memorandum of Understanding for spinout companies (typically lab-based units) working in or renting facilities owned by the University. The aim of this was to make clear their responsibilities and what support they might expect from the University with respect to health and safety. (see 'Notable Incidents' below)

The CSA also worked with the CMVLC Dean of Research to refine a proposal for the introduction of a research passport focusing on basic skills, health and safety, ethics and research culture with a view to supporting new academics in the UK to build the portfolio of skills required to ensure they and their research groups work effectively, safely and ethically.

Technical written guidance was extended and reviewed with the addition of a technical guidance note on the design of compressed gas cylinder storage areas for use by the Estates Project Team to help ensure that cylinder storage areas in new buildings and facilities were designed with safety in mind. Other guidance on compressed gas use was also reviewed as part of work carried out on statutory examination of compressed gas pressure systems. A full review of the chemical safety section of the SEPS website was also

completed, ensuring that all documents and links were up to date and written in accordance with the University accessibility requirements. First aid and emergency response guidance associated with the use of hydrofluoric acid was updated to reflect current guidance and circulated to key users of this hazardous substance.

Practical support was provided to many units and, in particular, to the School of Chemistry during the refurbishment project of laboratory C5-12 (Skabara Laboratory), ensuring that the project was delivered safely and problems were tackled as they arose. The laboratory is now occupied with research being undertaken. The CSA also attended the monthly meetings of the School of Chemistry health and safety committee, providing updates on accident investigations and training as well giving general advice to the committee, which is chaired by the Head of School.

Other practical support included a review of safe working practices and storage for the use of cyanide salts, with several research groups, to ensure that those working with this class of chemicals clearly understood the risks and the required safety procedures. The CSA continued to help Schools identify hazardous legacy chemicals in their workspaces to ensure that obsolete chemicals are safely removed from campus. Examples this year included six bottle of cyanide salts (around 3kg) left behind by a retired member of academic staff, a rusty compressed gas cylinder found in an external store and a stock of chromic acid waste which was found during a laboratory clear-out. A programme of inspections and education to ensure that safety valves and other pressure systems associated with specialist gas supply manifolds receive correct maintenance and statutory inspection was also carried out. This included work with local safety coordinators and managers to develop a guidance note outlining clearly the legal inspection requirements associated with pressure systems, LEV and lifting equipment.

The University hazardous areas register data was also updated early in the year, in conjunction with Schools and certain Services. Although currently made available to Security, for the purposes of informed management of incidents on campus, it is hoped that this information may eventually be held in such a way to enable controlled access to a wider group of partner stakeholders, like the emergency services. The feasibility of a reporting tool hosted within the UofG Life app was explored to initial development stage in the year in conjunction with IT and Security. However, this development was paused as it was identified that a proposed Estates asset management system may provide a more flexible and robust location for this data.

As always, our legally required annual data return to the UK Government, as part of our duties under the International Chemical Weapons Convention, was compiled and submitted.

Ongoing support and advice to the project team was provided during the design phase of the proposed Keystone research and teaching building, covering general safety and chemical safety in particular.

Over the course of 2023 the CSA has been responsible for the investigation of 80 incidents, near-misses and dangerous occurrences mostly involving staff and students. The number of incidents reported by the teaching labs in the School of Chemistry was once again high but appears to be returning to normal following the restricted teaching experience caused by the COVID-19 pandemic and the consequent apparent reduced level of student lab skills. The range of incidents was wide and, although mainly involving lab activity, an event involving overseas diving activity also fell to the CSA to investigate.

Notable incidents included:

- A major release of liquid nitrogen in a basement storage facility of the Sir Graham Davies Building. During the incident the low oxygen alarm system was overridden inappropriately

but fortunately this was identified very quickly. A fault in a pipework connection was the cause of the incident and procedures were updated to prevent reoccurrence.

- A suspected release of ammonia gas from a gas supply pipe in the JWNC was investigated, highlighting a potential issue of corrosion due to chloride compounds in the air combined with a local microclimate due to the positioning of pipework close to a warm air outlet. The investigation confirmed that no gas release had occurred but, as a result, improved inspection and maintenance procedures were implemented for all similar pipework.
- A contractor working on the roof of the Davidson Building reportedly felt unwell. A detailed investigation demonstrated that no chemicals or fume hoods were in use at the time and that no chemical exposure had occurred.
- A brass regulator was ejected under high pressure when improperly connected to a 300bar BOC EVOC argon cylinder. The incident happened due to operator error but no one was injured. To reduce the risk of similar incidents in the future, additional compressed gas safety courses have been planned and a visual guide to safe cylinder use produced. The CSA has been working with BOC to try and drive further improvements and has proposed design changes of the regulator to make the next generation of cylinder regulators safer to use.
- A spinout company working on University premises was found to have made an unsafe modification to the laboratory extraction system, resulting in a release of harmful vapours into the laboratory. The modifications were identified and removed and the company representatives reminded of the need to follow established safe working practices in the laboratory.

Environmental and specialist waste issues

2023 posed some major challenges in the running and operation of the clinical waste contract. As a result of overdue invoices totaling approximately £25,000, no new uplift sites were accepted for a period. This affected Biological Services who had to find space and store large volumes of waste until the issue was rectified. This situation was investigated in depth by SEPS and was found to be due to discrepancies between School and Service order numbers and the numbers used by the contractor on their invoices which resulted in invoice payments failing. This was due to administrative failures on the part of both University units and the contractor.

Over the course of two months a great deal of time and effort was expended by SEPS staff to discover the cause of the finance system issues. Once these had been identified we worked with local staff and the waste contractor's accounts team to ensure that overdue invoices were paid. Further work was carried out in September to ensure that new annual standing orders were put in place by each unit and that the contractor had an accurate record of these numbers. Although this should occur via Agresso, SEPS are now operating a supplement direct notification at year end to minimise the risk of payment failures. So far, there have been no further issues. Note that SEPS are not the direct customer for these waste uplifts but have worked to resolve these issues as part of our wider University support function.

SEPA were notified of an incident at Cochno Farm wherein a post van ran over a cattle slurry pipe resulting in mechanical damage to the pipe and a small discharge of slurry to the local burn. Physical barriers will, in future be used to either side of the pipe. SEPA noted the incident but were content with the actions taken in response.

Permission was required from the Scottish Environmental Protection Agency (SEPA) prior to beginning silt removal works on the old mill pond to allow this to serve as a fire-fighting water

source. The application was progressed at the planning stage and the works were completed in November. Measures to allow a fish route were required as a condition of this permission and this was facilitated by the subcontractor.

Chemical waste collections ran smoothly throughout the year but required constant coordination with Security as certain areas require a cordon to allow the contractor to work safely. As each collection is approximately 10 tonnes, a large lorry is required for this uplift, which is unable to fit through the normal designated exits from campus. Further disruption was caused by the World Cycling Championships in August which required a great deal of coordination between lab users, Security and all three hazardous waste contractors to ensure that waste uplifts could continue to be done around the restrictions.

Some minor incidents occurred during the chemical waste collections, typically due to waste containers being improperly sealed or labelled. In response to this a more robust waste management and labelling system was developed by SEPS staff, working with the contractor, and this is now being rolled out across the University. These incidents also prompted preparation of a safety alert on chemical waste containers. The incidents were also proved useful as illustrative examples in training sessions.

A project was undertaken, led by the Cleaning and Waste Advisor in Estates, to implement polystyrene recycling. The SEA aided in planning and coordination of a pilot project to investigate if such recycling was a viable avenue. Recycling arrangements were established across two sites on the main campus and one at the Garscube campus. Between these the contractor collected 600kg of polystyrene which was diverted from landfill and reprocessed.

During October SEPS were consulted by representatives of Police Scotland who wished to discuss the legal and practical considerations around disposal of controlled substances and, in particular, the availability of any suitable disposal routes within Scotland. Requests from external partners for opinion and advice regarding specialist waste disposal were received including from Beatson CRC, the University of St Andrews and the University of Cambridge.

Internally, advice and input into the design and operation of the proposed Keystone building was given. Coordination of the F-gas register and provision of data to the Sustainability Team continued in 2023 and input was also given on the deposit returns scheme prior to that being shelved by the Scottish Government.

Waste queries and general environmental advice requests arrive to the SEPS mailbox consistently and frequently and advice given during 2023 has covered various topics where waste disposal has been required. This included disposal of bulk biological samples on microscope slides, bulk expired hand sanitiser, a scanning electron microscope, x-ray film, mercury blood pressure monitors, gas regulators, anatomical clinical models, nitrogen generator, various gels, film negatives, HEPA filters and glycol disposal following an air con leak. In addition, the Lighthouse Lab was decommissioned and requests were made for advice on bulk disposal of their electrical equipment and chemical stocks.

The SEA was also asked to speak at a World Environment Day event in June and delivered a talk on lab plastics recycling and practical ways to reduce waste output.

Fire Safety

Following a change to the University's property insurer to a new provider, a significant amount of time was allocated by the Senior Fire Safety Advisor to facilitate the new provider's familiarisation with the estate, including the preparation of documentation for the pre-inspection process. The inspection process itself involved physical inspections of the

following buildings - the Gilbert Scott Building, James Watt Buildings (North, South and Nano Centre), Library, Joseph Black Building, Mazumdar Shaw ARC, Energy Centre, and the James McCune Smith.

A series of further meetings over several months were held to implement the recommendations from the insurers, including some policy and procedural amendments. One area of negotiation where SEPS achieved a positive outcome was in the application of 'hot work' permits for certain works where the original insurer requirement was extremely inflexible and onerous and beyond the norms of UK Fire Protection Association guidance. Application of the original advice in full would have had a very significant impact on construction and maintenance work including potential delay to major projects. SEPS were able to present the FPA guidance as a reasonable risk-based alternative and this was accepted. Although we can vary the level of protection applied we are, quite correctly, required to implement the most rigorous hot work and fire watch standards where risks are high, such as within heritage buildings.

A significantly increased demand for face-to-face training, particularly the Fire Warden course, has continued through 2023. We suspect that this is due to increased hybrid working and the appointment of additional staff by Schools and Services to cover the working week. We have also seen a similar demand for our more specialist fire safety courses aimed at those with specific fire safety roles such as Fire Safety Coordinators. Overall, 32 face-to-face courses were delivered to meet this demand. In addition, training in how to operate fire alarm panels and in the use of portable fire-fighting equipment was also provided on a targeted basis to staff and to postgraduate research chemistry students.

Following internal changes within the Estates Department and their commitment to take on the regular weekly testing of the fire alarm systems, it was necessary to undertake a review of our fire safety arrangements and policy. This was updated to clarify the new roles and to introduce the change of name from Area Fire Officer to Fire Safety Coordinator. The new policy document was issued in January 2023, and further amended in September 2023 to take account of some changes to the Fire Alarm & Isolation Procedure and Permitting.

SEPS continues to support Personnel Evacuation Escape Plans (PEEPs), policy and procedures with guidance and support to students and staff, where this is required to ensure that the appropriate evacuation measures are in place. In conjunction with Disability Services, amended arrangements for providing assisted evacuation to those who require such assistance was published in January 2023.

A new policy was developed and published, following consultation via HSWC, setting out the position of the University regarding the increased use of e-scooters and e-bikes. This was in response to national concerns following several documented incidents of serious and uncontrolled fire spread from the batteries used in these modes of transport and subsequent bans from carriage on public transport.

The fire safety team continues to provide support to all building users across all UofG locations and this has recently included visits to our sites at Cochno Farm and SCENE at Rowardennan.

Fire incidents

No serious fires occurred within University premises in 2023 although a small number of less serious incidents did occur, mostly within our science buildings, involving either electrical appliances or experiments within laboratories. Several outdoor fires were also recorded at our Garscube campus, mostly during a period of warm and dry weather in the Spring.

All other fire incidents were minor and were mainly dealt with promptly by those on site, with the Scottish Fire and Rescue Service (SFRS) being required for only two incidents, these being the two minor fire incidents within GUU and Sir James Black Building that are listed in Table 6. Other incidents included lab experiments with flammable materials, overheating of electrical equipment and incidents involving cooking which are clearly avoidable by improved operator attention. SFRS did not carry out post-fire audits in relation to these minor incidents but did so for an incident that had occurred in 2022 within the James Watt South building, and for the Sir James Black freezer incident, with advice offered as the only audit outcome.

We received two regulatory inspections in relation to student accommodation HMO licences, (McLay residences and residential accommodation at Scene) but these also resulted in advice only. The fire safety team supported eight SFRS familiarisation visits to our existing buildings and to our new buildings as they were added to the University estate.

Fire alarm activations

The SEPS Fire Safety Advisers continue to put considerable effort into monitoring unwanted fire alarm activations. The internal response process includes support by Security and Facilities staff to assist building occupiers and local Fire Safety Coordinators to identify, address and mitigate impacts of all unwanted fire alarm signals timeously to reduce unnecessary SFRS callouts.

The total number of alarm activations decreased from last year, down from 311 (2022) to 238, with falls recorded for contractor activations, unknown cause activations, and water ingress/steam. (See Table 7 for a breakdown of causes). Considering the University has returned to full working and occupation of all our sites, a reduction in numbers from last year is to be welcomed. Incidents in student accommodation account for 17% of the overall total, which is relatively low given the number of accommodation units we have. We have further identified several non-residential buildings with repeat activations and want to act on these to reduce the number of unwanted fire alarms. Other areas which are highlighted for further investigation and action are the number of alarm faults, cooking and 'occupier activity' events. The high number of activations where Security or occupiers have been unable to determine an obvious cause is also a target area.

With the number of unwanted alarm activations decreasing, attendance by SFRS has also decreased from 2022, down from 29% to 23%. This is a result of changes in call out practice over the past few years, and the change in policy from SFRS not to attend unwanted fire alarm activations within non-residential buildings unless a fire is confirmed. This has been driven largely by the Scottish Government and SFRS and is aimed at reducing both the cost and safety risk from unnecessary attendance at emergency speeds. As a result of these policy changes, we no longer receive automatic attendance at every alarm activation but are expected to confirm a fire, or significant likelihood of a fire before calling SFRS. This does not apply in residential accommodation where automatic attendance is still the norm in most cases. Therefore, of the 55 SFRS attendances 37 were at HMO accommodation which accounts for 67% of the F&RS attendances. Operational incidents internally and externally (9 events) accounted for a further 16.5% with a further 9 activations accounting for the remaining 16.5%. Interestingly, 7 of those came before the 1st of July change of policy date therefore we have called out the SFRS on only two occasions since introduction of the SFRS call challenging policy on 1st July 2023.

Campus development

The extensive campus development programme continues to require significant input from the Fire Safety Advisers, along with input by other specialist advisers, at the design stage to minimise the need for potentially costly and time-consuming alterations once the buildings are commissioned. This is particularly so where designs include fire-engineered solutions,

and the fire team has been involved in a significant number of “soft-landings” meetings to support and agree the designs developed for new buildings on the existing campus and on the Western Infirmary site. This professional input is crucially important to ensure that these designs are suitable and that any change, or the conduct of building operations, does not compromise fire safety. Following this process, the Mazumdar Shaw ARC was handed over in 2022 with the Fire Risk Assessment completed in 2023. The Clarice Pears Building (School of Health & Wellbeing) was delivered in early 2023 with the Fire Risk Assessment completed in 2023. The Adam Smith Business School was opened in early autumn of 2023, with the fire risk assessment due for completion in 2024 (following further internal works). During 2024 the development of the Western site is expected to have lesser impact than in previous years as one building (Keystone) remains to be progressed, although this will be a very significant project, including further infrastructure works and will need significant input when work commences.

As new buildings near completion on the Western campus redevelopment, SEPS staff have been involved in a series of operational readiness meetings in preparation for handover of buildings and infrastructure to the University. This has particularly involved the fire team and Head of SEPS and has involved planning for the handover of the Clarice Pears Building, and the Adam Smith Post Graduate Building. This process is separate from specialist advice and support provided during the design and construction phases which typically involves the wider SEPS team and may include review of design material held within the principle contractor’s data system. Post-handover we have supported the local management teams with guidance on lab moves, initial set up and with the development of new safety systems and arrangements.

Major refurbishment activity elsewhere in the estate demands similar levels of advice and support. Work within existing occupied buildings continues, including significant ongoing fire improvements within the Boyd Orr Building (continuing), GUU Fire door refurbishment programme, library cladding replacement programme, (preparation), Kelvin Building new access arrangements (preparation), Gilbert Scott building (Grand stair preparation), with multiple smaller ongoing programs. On such refurbishment projects within existing and operational buildings, ensuring that work doesn’t compromise escape routes or create risk to the occupants is always a primary objective of the fire safety team and is one of our safety-critical tasks.

Fire risk assessment

Sustaining the rate of assessment review is challenging alongside the demands of work associated with new build and refurbishment activity. However, the fire safety team seek to maintain the target pace of assessment, whilst always prioritising our sleeping and HMO risks. Two significant new properties were added to the building list during 2023, the Mazumdar Shaw ARC and the Clarice Pears Building (School of Health and Wellbeing). All this work has involved significant input from the fire safety team. It is expected that having the fire team at reduced strength as we seek to fill the current Fire Officer vacancy will impact on the number of fire risk assessment reviews possible in the early part of 2024.

A breakdown of the fire risk assessments carried out in 2023 is shown below. These include scheduled assessment reviews, and three new building assessments - the Mazumdar Shaw ARC, Clarice Pears, from the Western development site and Craigton Road stores. The overall number of assessments this year is reduced as last year’s totals included many Categories 3 and 4 buildings due to the inclusion of Cochno Farm in the 2022 programme. As the buildings vary in size, and to try to reflect the scale of work involved, the total square meterage of the buildings assessed has also been included. The range of buildings included varies from Victorian terrace to 1960’s large teaching/research buildings and new buildings such as the Mazumdar Shaw ARC which is included in this year’s work totals.

Table 1

Premise Type	Number
Cat 1 - High Risk	17(13370m ²)
Cat 2 - Med Risk	24 (123,850m ²)
Cat 3 - Low Risk	11 (2200m ²)
Cat 4 – Very low risk	0
Total assessments	52 (139420m²)

Inspection and Audit

Internal auditing

Over the course of the calendar year SEPS have continued to operate our rolling safety management audit programme. An audit system is an integral part of any good safety management system and a requirement in ISO 45001, the international standard for safety management. Although the University has not sought ISO 45001 accreditation, SEPS have sought to apply the standards within ISO 45001 and its predecessors, where it has been reasonably practicable to do so, as a benchmark for good practice.

During 2023 we have undertaken nine management systems audits using the internal auditing system developed by SEPS. Audits are designed to scrutinise the health and safety management systems and arrangements of management units and form a vital part of the SEPS governance role helping units to identify areas for improvement as well as highlighting good practices which can then be shared across the organisation. A team of 4 SEPS staff comprising the Biological, Chemical and General/Environmental advisers and Head of SEPS undertake these audits, normally working within two-person teams. Larger units can take up to a week of working time to complete and so are a demanding part of our workload within the academic year.

- Geographical and Earth Sciences
- School of Cancer Sciences
- Cardiovascular and Metabolic Health
- Small Animal Hospital and Weipers
- College of Arts
- Centre for Virus Research
- School of Health and Wellbeing
- Information Services (part)
- Molecular Biosciences

Progress on implementation with actions arising from these audits is monitored by SEPS on at least a quarterly basis and a summary report is submitted to each HSW Committee.

The in-house audit program seeks to ensure that the key elements of a safety management system are in place within each unit at a level that is proportionate to the risks within the unit. This programme has been in operation for over 10 years and is one strong element of the UofG safety management system that is not always matched by systems within other institutions, where routine auditing does not always take place. Repeat audits within the cycle now show that our system has been effective in getting the key safety management structures in place and that these are now being developed and enhanced by our major units.

In-house inspections

In addition to our ongoing programme of audits, the SEPS also undertook a series of workplace inspections focusing on laboratory areas. These differ from our audits in that they focus on practical compliance in an area and are based on observation of working practices, general housekeeping and availability of risk assessments, emergency equipment etc.. Where our management audits look at safety management systems from the top down, inspections look at the practical working arrangements that are being achieved.

Inspections were carried out in the following areas. These were mainly laboratory inspections by the CSA. However, the BSA was also involved in a number of inspections within the School of Molecular Biosciences Containment Level 2 (CL2) areas and in CL2 inspections within the ARC. In each case a written report was prepared highlighting areas of good practice and identifying where improvements may be required.

- Mazumdar Shaw Advanced Research Centre (All Areas)
- Davidson Building (3 laboratories and supporting facilities)
- Joseph Black Building (2 laboratories)
- James Watt South (Energy Laboratory)
- New Lister Building (All laboratories and equipment areas)
- Boyd Orr (Level 8 laboratories)
- Rankine Building (Level 8 laboratories)
- Kelvin Centre for Textile Conservation and Technical Art History (Wet laboratory)

Laboratory inspections were undertaken with local technical staff and Safety Coordinators to ensure that results were easily understood and clearly communicated to those with management responsibility for the area. Informal inspections were also carried out of liquid nitrogen dispensing facilities and cylinder storage compounds. This resulted in the identification of a dangerous historic gas cylinder which was subsequently disposed of via the University chemical waste contractor and the development of a proposal to refurbish and improve one of the liquid nitrogen dispensing facilities on campus with a view to modernising and making it safer for users.

The BSA leads our rolling Containment Level 3 (CL3) lab inspection programme across the 7 CL3 laboratories at Gilmorehill and Gartcubie campuses, with some areas having more than one inspection pre and post HSE intervention. This is a more formal process of inspection and forms part of an HSE-required tiered auditing arrangement. Formalised tracking of actions and verification of completion will be closely monitored in the 2024 inspection programme by the newly appointed CMVLS Biosafety Manager who will liaise with the BSA and work in conjunction with area managers. This inspection system will allow the University to demonstrate an effective oversight of their CL3 laboratory areas and thus meet HSE explicit expectations on this.

External audits and visits

An extensive audit of research activity was undertaken by the Wellcome Foundation during mid-2023. The objective of this internal audit was to assess the design and operating effectiveness of key controls established by the University of Glasgow, to support the achievement of research being carried out to the highest relevant standards and in compliance with grant conditions and policies. One of the key topics was Biosafety. This was very unexpected for the BSA with no pre warning as to the intensive level to which this audit would be undertaken, nor the amount of paperwork, verifications and justifications that would be required from the BSA. This was a large body of work liaising across areas which had not been anticipated and highlights that biosafety is a key topic not only with HSE but with research funding bodies. The only action in relation to biosafety was to further enhance CL3 laboratory inspection action tracking and ensure that expected delivery dates were

assigned where possible. This is being progressed by the CMVLS Biosafety Manager and the BSA in the coming year. The overall audit went extremely well for the University.

We also received enforcing authority inspection visits from HSE's biological safety group and post fire audit visits from SRFS. Details of these are provided within Section 7.

A property survey visit was carried out by our new property insurer. This was supported by SEPS staff, in conjunction with the Insurance and Risk Manager, during the survey and through implementation of the recommendations.

Radiation Protection Safety

Projects

During 2023 there were three major projects requiring the input of the RPA.

- A new PET facility is being proposed for the Beatson Institute, Garscube. The RPA was tasked with providing detailed shielding requirements for each of the proposed room designs. The RPA provided the calculations, and this project is ongoing. Started February 2023
- The Small Animal Hospital is in the process of installing a new Linear Accelerator. The RPA worked alongside the Health Physicist, Hamish Porter, to determine the weak spots in the current shielding. A number of areas were identified, and the RPS is now carrying out a detailed analysis of these areas to determine if any additional controls need to be applied. This is currently ongoing from October 2023.
- The Weipers Equine Centre are proposing to install a new, horse-ready, CT (computed tomography) scanner. The RPA, in conjunction with the installer, provided detailed shielding requirements for different scenarios. October 2023 ongoing.
- The radiation dosimetry service contract was reviewed, re-tendered and awarded during 2023. The current provider was successful in securing the contract, allowing for an uninterrupted and consistent service provision.

Incidents

There was 1 incident that required investigation during 2023.

During a demonstration of a mobile X-ray unit to staff/students, the demonstrator accidentally triggered the unit. The beam was pointed down to the floor at the time and the RPA subsequently calculated the maximum exposure to nearby staff/students to have been well within the public exposure recommendations. Protocols, in place, were adequate and the exposure was down to human error. Retraining of the demonstrator was recommended.

Routine radiation safety activities

Contamination Surveys

23 Radiation labs contamination surveys were conducted during 2023, This was up from 19 surveys during 2022. Contamination surveys are part of our license conditions.

Source Audits

There were 25 source audits conducted during 2023. Source audits are part of our license conditions and help keep the University from breaching licence conditions.

Decommissioning

Eight areas were decommissioned during 2023.

Room 407 Beatson Institute.

Henry Welcome Building, Rooms 429, 425, 418, 332 and 314, Garscube Estate.

Room 115 Wolfson Wohl Building, Garscube Estate.

Room 350, Sir Graeme Davies Building, Gilmorehill.

The necessary paperwork was submitted to SEPA as part of our licence conditions.

Dosimeters

371 whole body dosimeters are issued bi-monthly.

25 whole body dosimeters are issued monthly.

10 eye dosimeters are issued bi-monthly.

10 eye dosimeters are issued monthly.

45 extremity dosimeters are issued bi-monthly.

18 extremity dosimeters are issued monthly.

There was an audit of dosimeter use during 2023 and the findings identified some dosimeters were either out of use or not required for the type of work being conducted. This enabled the reduction of the number of dosimeters in use.

Sealed Sources

Most of the sealed sources are held in the Kelvin Building. As part of our licence conditions these must be swab tested annually for leakage.

176 sealed sources were swab tested in 2022, none failed.

Contamination Monitor Testing

The University has around 155 contamination monitors available for staff, these must be tested annually for compliance with Ionising Radiations Regulations 2017. Of these, 125 were tested, 12 monitors needed repaired (6 in 2022) and 110 needed replacement batteries.

Isotope Deliveries

There were 120 radioactive packages monitored, logged and delivered to users during 2023.

This breaks down to:

Gilmorehill Campus - 1484 MBq 1591 MBq in 2022

Garscube Campus - 109,085 MBq 63,287 MBq in 2022*

During 2022 there was a world-wide shortage of Tc99m due to reactor maintenance, mainly in France.

Radioactive Waste Disposal

There was 1 solid waste disposals to contractor (Grundon) during 2023, consisting of 1 m3 of contaminated laboratory waste with a total activity of 114.26 MBq.

'Dustbin' solid waste disposals are no longer undertaken at Gilmorehill Campus, these continue at the Garscube Campus for radioactive cat litter and horse bedding, and these records are kept on-site, and are available on request.

Liquid radioactive disposals for Gilmorehill during 2023 were 622.5 MBq.

Liquid radioactive disposals for Garscube during 2020 were 0 MBq.

OCCUPATIONAL HEALTH AND WELLBEING

2023 continued to prove challenging for the recruitment of clinicians. January 2023 saw the commencement of an Occupational Health Adviser (OHA) & Occupational Health Screening Nurse (OHSN). Unfortunately, the OHA resigned within a short period of time, resulting in

further recruitment of a new clinician. The OHSN (Nicola Stewart) completed her probationary period and continues to work within the team. In November 2023, a new OHA (Norma Stewart) joined the team and is due to complete probation in early 2024.

To ensure service delivery continues, the Head of OH has moved towards a multidisciplinary team to support the needs of the University, which opened the opportunity for further training for an administrator to be trained as a phlebotomist, meaning she has a dual role, working one day per week as a phlebotomist. She has successfully completed her training and supervised practice.

In June 2023, an occupational health and wellbeing improvement plan and strategy update was presented to the P&OD executive group.

Seasonal Influenza vaccines were offered to staff who did not meet the criteria to receive the vaccine via the NHS programme. In 2023 early communication yielded 146 staff interested in receiving the vaccine. Sharing of information with colleagues resulted in additional requests to receive the vaccine. Some staff members who expressed an interest either received the vaccine externally or chose not to attend. A total of 230 vaccines were procured, with 178 being administered by end of Dec 2023. Further communications will be shared to encourage more staff to attend to receive the vaccine.

An investment bid was submitted to support the digitalisation of occupational health records and documentation and to move away from the use of paper-based systems. The bid has been approved to progress in 2024 and, to support the proposition, detailed OH systems requirement criteria have been developed.

This has assisted the Head of OH&W in prioritising the standardisation of occupational health processes.

Health Surveillance

The head of OH presented on the importance of health surveillance at the Safety Coordinators' development day in October, organised by SEPS. This has generated much discussion and helped to capture more areas where health surveillance may be required. OH is working with areas to develop a managed service for health surveillance, which will be implemented in 2024. This includes, where possible, a visit by members of the OH team to understand the potential risks.

Health surveillance clinical assessments continue in the ongoing programme.

New equipment (audiometer & spirometer) has been procured, enabling clinics to be scheduled external to the Occupational Health Unit, with sessions already positively received at the Garscube Campus.

SEQOHS

The SEQOSH standards were reviewed and revised in 2023, to prevent a duplication of audits. By agreement with the auditing body, the audit was deferred until early 2024.

Student Electives

The school of medicine has re-commenced elective programmes for both incoming students to the University & NHS and outgoing elective placements. In 2023 a total of 126 reviews were conducted.

Student Health

2023 saw a significant increase in the number of students screened on entry to undergraduate studies within the schools of Medicine, Dentistry and Nursing. There was a small number of students who were reviewed for commencing veterinary studies.

In September 2023, on commencement of the new academic year, 640 students attended clinical screening sessions on commencement of undergraduate studies. The screening clinics are conducted in-house, supported by sessional nurses and phlebotomists. To improve the cost efficiency of clinics, we have been able to conduct the sessions without the support of a nursing agency.

With an increased number of students, there is an associated increase in the number of referrals to Occupational Health for fitness to practice reviews.

Wellbeing

The EAP programme provided to the University by Health Assured continues, with no real areas of concern.

To continue to promote wellbeing, opportunities have arisen with Financial Services, School of Engineering, Glasgow Women in Computing Science, and the Respect Advisors' Network.

The Ferguson Bequest allocated £9000 for activities scheduled for 2023/2024. It is expected that this money will fund events specific to menopause and men's mental health.

The NHS offered places on suicide prevention talks for University staff to attend and this information was circulated for nominees. Available are 3 different levels of training/talks depending on role and responsibilities.

Peer support cafés for prostate cancer awareness and Long COVID were delivered to support initial events.

The NHS blood donation mobile unit attended Garscube campus, encouraging staff and students to give blood. A total of 46 donors attended, improving the lives of 138 patients. 25 donors offered their first donation.

A total of 95 employees completed the Mental Health First Aid course during the year.

The Director of HSW, in collaboration with OHUW, delivered a survey to the 488 registered MHFAs to establish trends and experiences in activity. 148 (30%) responded and the results will be analysed and presented to the Mental Health Group in 2024.

BUSINESS CONTINUITY

The departure of Stella Matimba, and subsequent recruitment process to recruit her successor, Liridona Jahdaut, led to a 4-month vacancy period. However, much was achieved despite this.

Stella, working on the recommendations of the PWC audit, developed a BC Management dashboard for later use to monitor BCM progress as well as act as a records database for BIAs and plans. Liridona has progressed this, developing a Sharepoint site which will, in time, act as the document repository.

A draft exercise programme was developed, which Liridona is modifying and implementing with a major cyber exercise planned for March 2024. In preparation for this, Liridona attended an exercise for ITS looking at their own systems and processes in December 2023.

Stella's draft Strategic Business Impact Analysis was subject to consultation in the early part of 2023 and feedback from participants was taken on by Liridona who has finalised the draft which was approved by the BC Resilience Board members at the end of the year.

Stella developed a training template which Liridona is customising now to reflect the final BIA template and invitations to Schools and Services to nominate BC Coordinators were issued in December 2023.

Liridona has also been working on familiarising herself with the University, meeting with key stakeholders and attending relevant events, including a development day for the College of Arts and Humanities, at which she presented on BC planning, the SEPS-run Chemical Emergency Response training and the Estates Risk Register review workshop. In addition, Liridona completed the 5-day BCI certificate course in early December.

3. Collaboration and co-operation with external bodies

External Representation

Regular collaboration with other Scottish universities continued through periodic sector meetings with colleagues working in general safety and in fire safety at other Scottish HE institutions. SEPS staff attended the two primary safety group meetings held during the year and our fire safety section hosted the Scottish Universities Fire Safety Advisers group meeting, within the ARC, in June 2023, providing a good opportunity to showcase our new building and the fire safety strategies applied within it. SEPS contributed the University statistics as usual to the national HESA data gathering exercise and received access to benchmarking data collated by the Scottish Universities Safety Advisers' Group (SUSAG) for Scottish data and by the University Safety and Health Association (USHA), for the UK-wide data.

SEPS continues to support the University's corporate memberships USHA, and the Environmental Association for Universities and Colleges (EAUC).

The SEA was asked to speak at a World Environment Day event in June and delivered a talk on lab plastics recycling and practical ways to reduce waste output.

The BSA is a member of the ISTR Executive Committee and UK Biosafety Steering Group and attended meetings throughout the year. As part of the Events Steering Group for ISTR she helped facilitate the organisation of the ISTR 2-day Autumn Symposium. The BSA has given advice and supported development of CL3 inspection programmes at various UK Universities.

The CSA has continued to represent the University of Glasgow on the University Chemical Safety Forum (UCSF) as a member of the organising committee responsible for planning and running UCSF events (e.g. online and face-to-face conferences). UCSF is a body dedicated to improving the standard of chemical safety applied across the higher education sector.

He has also continued in his role as a member the UK Nanosafety Group (UKNSG) who have responsibility for publishing the UK Nanosafety Guide which aims to improve the understanding of health and safety issues associated with nanomaterials and how these can be controlled. The group has spent the year working on the 3rd edition of the guidance document which is due to be published in early 2024.

The CSA organised and hosted an internal development day and networking event for safety coordinators and other UofG staff with health and safety responsibilities, held in November 2023. The conference was attended by around sixty staff who heard from internal and external speakers who covered a range of topics relevant to health and safety. The feedback from conference delegates was very positive and the intention is to run another similar session again in 2024.

4. Training provision and staff development

Training provision

SEPS Specialist Advisers delivered a full programme of specialist health and safety training courses to staff and students from across the organisation with most courses delivered in a face-to-face classroom or lecture theatre setting. To improve the accessibility of SEPS training courses and reduce the need for colleagues to travel, this year some training sessions were delivered at SUERC and on the Garscube Campus.

The long-standing Moodle e-induction used as an introduction to safety in the University for many years was replaced mid-year by a video-based presentation. As this is still Moodle hosted, completion verification remains subject to the limitations of that system.

SEPS training has, for some time, been recorded with the People XD system. This system has a facility to send automated reminders when recompletion of a course is due. Use of this has been activated for some mandatory refresher training. Due to continued issues with reliable and accurate transfer of course data from Moodle into People XD we have not yet activated the notification system for Moodle-hosted courses.

Training records for staff within Moodle can be viewed by the individual and their line manager. Composite data for a School or service can also be viewed using the Insight tool that is available within the People XD Manager Dashboard to authorised managers. Authorisation for access to this is provided by POD and is available to School Heads of Professional Service who may, in turn, request further POD authorisation for other College or School staff who have a need to see this data. Senior managers have observed to SEPS that although the Insight training reports provide details of who has completed various types of training, for mandatory courses, they'd find a report showing who had NOT completed training within their unit a useful system output. This was flagged to POD and it is reported that this will be available early in 2024.

This year, for the first time, we began to deliver the Institute of Occupational Safety and Health (IOSH) Managing Safely Refresher Course to allow colleagues who have previously passed the Managing Safely course to refresh their skills and build confidence in applying health and safety knowledge in the workplace. This course was well received, and the intention is to continue to deliver it in 2024. SEPS now hold licences for IOSH Managing Safely and the corresponding MS refresher course and the Working Safely course. Our licence for Directing Safely was not renewed as this course has not been run recently, the course noted below being a more likely future provision. Both the BSA and CSA are lead trainers for our IOSH course provision and deliver all of these between them in addition to their specialist duties.

In April, HSW hosted a USHA-delivered pilot of their new '*Health and Safety for Senior Managers in HE*' course which is aimed at equipping senior staff with enhanced health and safety management skills within the HE context.

Once again the University's employer liability insurer offered several free courses as part of the insurance contract with the firm. In this case we made use of three courses delivered virtually, covering risk assessment, inspection and incident investigation.

The biosafety and GM training delivered by the BSA has been well received again this year with good attendance and high demand throughout the year. Our experience is that in-person training enables better interaction/exchange with attendees and useful insight into the biological activities and processes taking place across the areas. Some training was specific to certain areas such as bespoke group training for Biological Services personnel and staff within the Graham Kerr Building and, more widely, within the School of Biodiversity One Health and Veterinary Medicine.

The CSA developed and ran two courses aimed at those running research teams to provide them with a grounding in safety management in such a setting. This is an innovative and much required course that has been well received by delegates. The aim of this course is to equip those in management roles with the skills they require to manage safety in these roles and is an area of training that merits further expansion.

In addition to our formal training courses, the CSA also contributed to the health and safety inductions provided to new postgraduate students in the Schools of Chemistry, Infection and Immunity and Cardiovascular and Metabolic Health as well as designing and recording a video health and safety induction presentation for staff and students wishing to work in the James Watt Nanofabrication Centre.

The fire safety team continues to provide a variety of fire safety courses to support both staff and students in fire safety awareness and to support our commitment to fire safety with increased demand for courses continuing during 2023. Our online fire training module became due for renewal early in the year and after exploration of the market we opted to continue our current provision for a further term, although it is likely that this will cease to be available by the next renewal.

SEPS First Aid and Manual Handling training contract entered its fourth and final year in March 2023 and has since been re-tendered via standard procurement processes and a new contract awarded commencing in March 2024.

The hazardous and chemical waste courses were overhauled at the start of the year to include more incidences of local incidents and response taken. Two ad hoc sessions for CMVLS were also administered after the need was identified following a series of waste incidents. The sessions get consistently positive feedback and delegates are canvassed for their opinions on the waste contractors and any issues are fed back to them.

The table below shows the delivery of formal courses and training achieved across HSW during 2023.

Courses and training delivered 2023.

Table 2

Subject	Courses instances	No. Attendees
Induction		
Introduction to Safety at UofG – Moodle e-induction quiz (operational until May 2023)	online	518 staff
Introduction to Safety at UofG (from May 2023, data as reported in Insight)	online	1274 staff
IOSH Accredited courses		
IOSH Working Safely course (1 day)	3	29 staff
IOSH Managing Safely course (4 day)	4	42 staff
IOSH Managing Safely Refresher course (1 day) New	1	13 staff
General and specialist safety courses		
Biological Safety and GM (1/2 day)	9	146 staff/students
School of Chemistry PGR Induction (1.5 hours)	1	50 students
Infection and Immunity PGR Induction (1.5 hours)	1	20 students
Textile Conservation MSc Induction	1	12 students
COSHH and Chemical Safety (3.5 hours)	5	50 staff/students
Chemical Emergencies (2 hours)	6	81 staff/students
Advanced Chemical Emergencies (1 day)	1	13 staff
Compressed Gas Safety (1 day)	2	31 staff/students
Cryogenic Refresher (2 hours)	9	148 staff/students
Safety in Research Groups (1 day)	2	17 staff
Safe Work at Height (1 hour)	1	22 staff/students
Chemical Waste (1 hour)	2	22 staff
Hazardous Waste (includes chem and biological) (2 hours)	7	68 staff
Zurich provided – Inspection systems (3 hours virtual)	1	13 staff
Zurich provided – Risk assessment (3 hours virtual)	1	17 staff
Zurich provided – Incident investigation (3 hours virtual)	1	12 staff
Manual Handling (1/2 day – external trainer)	13	107 staff
Working Safety with Computers (from July 2023) (Full staff completions only as reported in Insight – many additional part-completions)	online	304 staff
Homeworking		
Completion of training and assessment element	online	1006
First Aid Courses		
First aid 3-day certificated course	15	155 staff
First aid external 3-day certificated course	15	26 staff
First-aid 2-day refresher course	6	58 staff
First-aid external refresher course	9	16 staff
Oxygen/cyanide specialist first aid course	1	7 staff
Mental Health Courses		
Mental Health First-aid 2-day course	10	95 staff
Fire Safety Courses		
Fire Safety Coordinator (1/2 day)	9	97 staff/students
Fire Warden (2 hours)	23	246 staff/students
Fire panel testing demonstrations (1 hour)	1	5 staff

Use of portable fire-fighting equipment (New)	3	27 (25 PG students+2 staff)
Fire safety nursing students years 2 and 3 (1 hour)	3	119 students
Staff fire safety awareness training (online Moodle) (Completion total as reported by Insight, excluding an apparent mass export error on 21 st July 2023. Data quality continues to be an issue with the Moodle/Core interface for this course.)	online	1772 staff
Radiation Safety		
Radiation Safety (Attended)	online	104*
Radiation Safety Examination (passed/ attempted)	online	62/62
Radiation Safety Refresher	online	5
X-Ray Safety Course	online	122
X-Ray Safety Examination	online	76/76
X-Ray Refresher Course	online	2
Laser Safety Course	online	112
Laser Safety Examination (passed/ attempted)	online	91/91
Laser Refresher Course	online	1
Totals	163	6984

* figure includes 10 employees of Clydebank Veterinary Group

HSW staff development

The University of Glasgow hosted the USHA Scottish Fire Officers meeting in April 2023, showcasing the Mazumdar Shaw ARC Building. This event involved contributions from UofG staff Billy Russell and Jim McIvor on campus development and on engineering fire safety improvements into the ARC laboratories, and from Jim Saunders of the Scottish Fire and Rescue Service who shared a video presentation on Lithium-Ion Batteries and emerging risks. This was the first face-to-face meeting following the Covid restrictions and was well attended and well received by all delegates. Delegates were predominantly Scottish Universities Fire Safety Advisers but, as a local event, also included members of the SEPS safety team.

SEPS Biological Safety Adviser attended a 5-day course run by HSE on the safe operation of Containment Level 3 facilities and a further 1-day course on the Design, Construction, Commissioning and Validation of Containment Level 3 labs, held at the University of Warwick. These provide highly specialised technical knowledge and it is important that the University considers succession planning arrangements where there is a need for such focused information and knowledge. The BSA has also supported the Institute of Safety in Technology and Research, attending executive committee and steering group meetings.

SEPS CSA, Phil Rodger, spent much of 2023 working towards becoming an IOSH Chartered Health and Safety Professional and succeeded in this goal in August allowing him to use the post-nominal CMIOSH. Further to this he has also attended the USHA Finance for Safety Professionals Course to build his understanding of financial systems in the higher education sector. During the past five years Phil has gained both an NVQ Level 6 qualification in occupational health and safety and IOSH Chartered status and we recognise that this has been achieved through a great deal of personal motivation and very significant hard work on top of his day-to-day duties.

The Director of HSW, Head of SEPS and Senior Fire Safety Adviser attended two Contractor Safety Forums organised by Estates in February and October.

During the year, David McLean and Alex Shearer obtained a City and Guilds 2377-77 qualification in "Electrical equipment maintenance and testing". The intention of this was to

provide a formal qualification in electrical safety to support SEPS work in inspection and incident investigation and help us to provide guidance on portable appliance testing regimes.

Alex Shearer attended a combined IOSH and IEMA seminar on the management of major incidents and also undertook Purchasing Officer training. The latter was required to allow him access to Agresso so that we could view information relating to the clinical waste disposal contract. Alex also completed an IOSH approved 'train the trainer' qualification, allowing him to become registered as an approved trainer subject to payment of the requisite IOSH professional membership subscription.

Alex Shearer is currently the only member of the SEPS team (and perhaps the University) who holds a Dangerous Goods Safety Adviser qualification. This is due for renewal in June 2024 we aim to support him in renewing this.

Members of the administrative team attended training in the use of the new Purchasing Card system, Information Security and Amazon Account Business Registration training and manual handling training.

Professional staff participated in national events relevant to the HE-sector in general, including Universities Safety and Health Association (USHA) and Institution of Safety in Technology and Research (ISTR) conferences and seminars and Scottish Universities Safety Advisers' Group bi-annual meetings. Specialist staff also participated in various specialist events associated with these and other groups, including the USHA Scottish Universities Fire Group event previously mentioned.

Team members attended the Estate run asbestos demonstration held within St Andrews Building.

The safety adviser team continues to follow a professional body CPD programme under the auspices of the Institution of Occupational Safety and Health (IOSH).

The Radiation Protection Adviser completed an Open University course on Health Physics within the Medical Sector.

The Radiation Protection Officer undertook a webinar training course on Radiation Protection and attended the virtual Society of Radiological Protection annual conference.

The Business Continuity Adviser completed the Business Continuity Adviser 5-day Certificate course.

5. Other Operational Activities

Table 3

Activity	Description		2023	2022
Occupational Health				
Bloods	All bloods, including undergraduate screening, elective students		2396	1963
DNA	Includes staff, students and postgraduate students who did not attend scheduled appointments		267	325
Management Referral	New	New referrals	472	448
	Returned	Returned to the referring manager due to insufficient/incomplete information supplied	6	
	Declined	Guidance offered to referring manager & HR, as an OH referral will add no benefit to supporting the employee and business	8	
	Reviews	Follow up review – variable clinical rationale	191	204
Health Surveillance	All health surveillance appointments for health surveillance screening. This includes appointments referred to the OHP for further evaluation. The data is per person not individual HS assessment completed.		256	372
Undergraduate Medical student electives	Incoming to University		14	0
	Outgoing from University		112	0
UG MVLS student Fitness to Practice referrals	students referred to occupational health and on commencement of study consult with occupational health to determine fitness and highlight recommended adjustments		260	225
Research Passports	Processed by occupational health to conduct research in NHS. There has been a significant increase in the number of research passport requests.		54	38
Immunisations	All staff, students, post graduate and elective students, reserachers, including seasonal influenza programme		2357	1753

Activity	Description	2023	2022
Radiation Protection			
Ionising Radiation	Registration of new workers	85 out of a total of 504 registered workers	69 out of 512
	Registration of classified radiation workers	0	0
	Issue of personnel dosimeters total. From this year figure represents those issued bi-monthly, including (in brackets) some issued monthly:	426	634
	Whole body dosimeters	371 (25)	512
	Eye dosimeters	10 (10)	44
	Extremity dosimeters	45 (18)	78
	Radiation contamination monitors testing (12 required repairs, 110 batteries replaced)	125	187
	Swab tests of sealed sources (all passed)	176	176
	X-ray surveys (include electron microscopes and dedicated X-ray units)	0	0
Radioactive Substances	Contamination Surveys	23	19
	Source audits	25	31
	De-commissions Beatson (1 room) Henry Welcome bldg. (5 rooms) Wolfson Wohl bldg. (1 room) Sir Graeme Davies bldg. (1 room)	8	1
	Isotope Order Management	120	90
	Contractor disposals of solid waste	1 114.26 MBq	1
	Liquid waste disposal - Gilmorehill	622.5 MBq	1945.25
	Liquid waste disposal - Garscube	0 MBq	145.3
Non-Ionising Radiation	Laser surveys	0	0

6. University Performance Indicators

Table 4 Summary of incidents reported in 2023.

2023	Animals	Electricity	Explosion	Fall/Level	Fall/Stair	Fall/Height	Fire*	Handling	Glass/Sharps	Hand Tools	Hot/Cold	Machinery	Spill/Release	Sport	Strike Against	Struck by	Traffic	Other	Medical	Occ. Disease	Violence	Totals
Staff	25	4	1	21	6			1	27		5		11		18	9				2	2	132
UG Students	8			5	2				25		1		11		3	2			2	14	1	74
PG Students	1								10		1		14	1	1					1		29
Visitors/other				1	2				1				1		1							6
Total minor and over 3-day	34	4	1	27	10			1	63		7		37	1	23	11			2	17	3	241
RIDDOR reportable incidents				2	2							1				3				2	1	11
TOTAL work-related injuries	34	4	1	29	12			1	63		7	1	37	1	23	14			2	19	4	252
Work related injuries by year																						
2022	33			19	11			7	66		5		33		23	23		1	4			226
2021	26			20	7	1		5	46		5	1	42		19	20			-	4		196
2020	20	1		18	3			8	52		5		27	2	8	13	2	1	-	3	1	164
2019	38			36	14	1		11	62		9	1	36	2	19	25	3		-	3	1	261
2018	35	3		37	16			12	92		9	1	35	1	17	19	1	1	-	6	2	266

Other incidents - 2023																						
DO / Near Miss	1	1		1	1		8	2	8			3	31		1	14	1	3			1	76
Not work-related	1			4	1	1			2		1			8	2	1	1		25			47
Contractors						1			1				1			2	2					7

*Fire category covers incidents involving injury from fire only.

Incident frequency rates	STAFF rate (H/count basis 10.1k)	RIDDOR (11) NON RIDDOR (131)	1.1 per 1000 13.07 per 1000	Comparator National Rates Universities Health and Safety Association 2021-22 (Headcount basis)	0.71 per 1000 13.14 per 1000
	STUDENT rate (H/count basis 35.5k)	RIDDOR (0) NON RIDDOR (103)	Zero in year 2.90 per 1000		0.05 per 1000 2.00 per 1000

Table 5: RIDDOR incidents reported to enforcing authority in 2023 by reporting criteria.

Description of incident	Category	Totals
“Major” Injuries (RIDDOR defined)		
Closed heavy door on hand sustaining a fractured bone in the wrist. (Struck by)	Staff	4
Tripped on a required item of equipment located in work area sustaining a fractured bone in the foot. (Fall on level)	Staff	
Fell on stairs sustaining fracture to lower leg. (Fall on stairs)	Staff	
Fractured heel stepping heavily down an unseen level change within a building. (Fall on level)	Staff	
Over 7-day incidents (RIDDOR defined)		
Fell on stairs while using a vacuum cleaner. (Fall on stairs)	Staff	5
Member of Security staff assaulted, including knife threat, while attempting to prevent a bike theft. (Violence)	Staff	
Struck on leg by buffing machine resulting in soft tissue leg injury. (Machinery)	Staff	
Sustained injury to toe whilst using trolley. (Struck by)	Staff	
Struck by stone while operating grass cutting equipment. (Struck by)	Staff	
Student/public to hospital for treatment		
None in year	none	0
Reportable dangerous occurrence		
No reportable dangerous occurrences recorded.	n/a	0
Reportable occupational disease		
Cryptosporidium infection likely to be associated with veterinary care of a foal. (Occ Disease)	Staff	2
Carpal tunnel symptoms with potential linked occupational cause. (Occ Disease)	Staff	
TOTAL RIDDOR REPORTABLE INCIDENTS		11

Table 6: Fire incidents 2023

Building	Probable Cause
Major fires (significant damage beyond part of building immediately affected)	<ul style="list-style-type: none"> No incidents in 2023
Minor fires (localised fire or minor incident only)	<ul style="list-style-type: none"> Sir James Black Building compressor unit failed in minus 80 freezer causing smoke and activation of the fire alarm system, and attendance of the SFRS. No damage other than to the compressor with a replacement required. The building was empty at the time. Glasgow University Union – Overheating of kitchen heating unit. Davidson Building – Failure of lithium battery. Confined within storage case.
Other (Near Miss)	<ul style="list-style-type: none"> Drynoch Place store - External rubbish (not belonging to the University) set on fire caused smoke ingress to the building and activation of fire detection. Joseph Black Building - Solvent vapour from flammable solvent (hexane) ignited when a heat gun was inappropriately used to dry out apparatus. Rankine Building – small electrical fire caused by fault within an electrical capacitor in a drying oven.
External	<ul style="list-style-type: none"> 13 external fires were recorded throughout the year consisting of small street furniture items (bins etc.) and grass and vegetation fires within or adjacent to the Garscube Estate

Table 7: Fire alarm incidents and activations 2019 – 2023

	2019	2020	2021	2022	2023
Genuine incidents					
Major fire	0	0	1	1	0
Minor fire	10	3	9	5	3
External fire	3	0	5	12	13
Near miss	3	0	1	4	3
TOTAL GENUINE	16	3	16	22	19
Unwanted activations					
Accidental activation (good intent)	1	3	6	1	7
Alarm faults	15	8	32	22	21
Contractor activity/building work	33	18	23	41	28
Cooking	22	7	33	35	33
Deliberate/malicious	2	2	2	9	7
Occupant activity (other than cooking)	30	14	34	37	32
Water ingress/damp/steam	13	12	11	21	13
Unknown cause (unable to be determined)	41	26	77	97	74
Dust	4	10	3	7	4
Accidental activations	-	-	-	19	0
TOTAL UNWANTED	161	100	221	289	219
TOTAL ALL INCIDENTS	177	103	237	311	238
Of which activations in residential properties: -	31	14	79	76	40

Table 8: Detail of Unwanted Alarm Activations for 2019 - 2023

Year	No of Incidents	Fire Service attendances	As a % of Total Incidents	Attendance for Fire Incidents (no of incidents)	Attendance for non-fire Incidents (no of incidents)	Attendance for Residential (no of incidents)
2023	238	55	23%	9	46	37
2022	311	89	29%	6	11	76
2021	237	98	41%	8	11	78
2020	104	26	24%	1	17	8
2019	176	48	27%	8	40	23

7. Enforcing authority contact, visits and interventions.

Home Office

Our routine annual chemical weapons declaration was requested by the Home Office in December 2021 and a request issued to relevant units to provide the required data. The legally required return was submitted by SEPS in January 2022. A further request was received in December 2023 for our current year data, and this will be submitted in January 2024.

Health and Safety Executive (HSE)

The HSE Microbiology and Biotechnology Unit undertook an 'intervention' remotely by Teams on 22nd March 2023, covering Maintenance Management Systems and Audits and Inspections for the University CMVLS Containment Level 3 laboratories. We provided requested paperwork to HSE in advance of the meeting. No formal actions or requirements were set by HSE.

HSE Specialist Diving Inspector, Ross Nielson, visited the University in June 2023 to discuss the nature and extent of staff and student diving activity carried out under the control of the University. SEPS' understanding is that no diving is currently carried out involving any dive teams for which the University of Glasgow is the legally appointed Dive Contractor and that no staff are currently diving in the course of their work. No diving is required as part of any student teaching programme or research activity. Students do have the opportunity to participate in extra-curricular expeditions and trips which may involve voluntary leisure diving typically run by commercial centres based overseas. HSE concluded that we currently should retain registration as a Diving Contractor although we do not have any activity, at present, that is subject to UK Diving at Work Regulations.

Department for Transport (DfT)

The Department for Transport undertook a planned security inspection of University arrangements for transport of high consequence dangerous materials. This involved a 5 hour visit to the Centre for Virus Research and included detailed questions about process and procedures followed by a short physical inspection. This inspection had been postponed from March 2022. The outcome was favourable with the unit formally rated as compliant.

Scottish Fire and Rescue Service (SFRS)

Routine contact has continued over 2023, with routine HMO inspections at McLay Residences and SCENE at Rowardennan. Post-fire audit visits included a follow-up from the lift incident (from 2022) in the James Watt South Building and to a freezer incident within the Sir James Black Building. (see Table 6) Neither incident was due to any maintenance deficiencies and no enforcement action was taken in relation to any fire incident.

For familiarisation and operational purposes, SFRS visited eight of our buildings including the new Mazumdar Shaw ARC building and the new Adam Smith Business School (for access) requirements before opening. The remaining buildings visited are well established within the Gilmorehill campus and were routine familiarisation revisits for SFRS staff.

Police Scotland

Informal discussion took place between SEPS staff and Police Scotland about our respective arrangements for destruction of Controlled Drugs. This included joint investigation of the possibility of using Baldovie Incinerator, Dundee as a potential disposal option. However, current licensing arrangements do not appear to permit this.

Police Scotland Counter Terrorism Security Adviser (CTSA)

CTSAs visited both Gilmorehill and Garscube with the BSA for our annual security inspections in the associated key areas for Home Office specified security regulated materials. No concerns were noted. A CTSA also made visits to inspect and to facilitate new proposed work at additional locations across the University requiring substantial input.

Scottish Environmental Protection Agency (SEPA)

A minor spillage of cattle slurry occurred at Cochno during spreading operations using an umbilical piped spreading system operated by a contractor. This occurred because of physical damage to a distribution pipe caused by a delivery vehicle attempting to cross the pipe run within the farmyard area. The pipe is approximately 200mm in diameter and this action was not foreseen as a likely driver action prior to the event. This resulted in leakage of slurry to the farm roadway for a short time before it was discovered. The incident was reported to SEPA who investigated but opted to take no further action as no environmental damage had resulted. Physical barriers will be used to both sides of the pipe in future to prevent damage.

Following appointment of the new maintenance contractor, the task of silt removal from the Mill Pond at Cochno, to allow this to serve as an effective fire-fighting water source, was allocated to them. SEPS investigated the legal permissions needed for this work, concluding that it was possible under a simple formal Notification application prior to the works. This was duly obtained and the works carried out. This included refurbishment of the sluice gate allowing regular flushing to minimise future silt build up.

9. Major activities and key objectives for 2024

The following represent some examples of new activity or projects planned for 2024. These are mainly one-off actions or projects and do not include routine activities such as inspection and audit, investigatory or advisory work and training.

SEPS

- Manage move of RPS from current office and lab accommodation.
- Fill SEPS vacant fire officer post
- Manage replacement of Heads of Service roles (or restructure) within SEPS and RPS following retirement of both heads of unit to ensure ongoing management and technical adviser functions continue to be available in these areas.
- Ensure the (legally required) appointment of a qualified and appropriately registered Radiation Protection Adviser.
- Continue to manage HSE's biosafety focus inspections as a high priority, providing pre-inspection advice, and on-site support and carrying out post inspection follow-up as required.
- Support change and improvement in oversight of biosafety management within CMVLS
- Further explore, with colleagues from IT, the possibility of digitizing the existing travel risk assessment documentation
- Develop auditing programme for monitoring of international travel risk profile
- Support planning and design processes for the Keystone Building in terms of building fire design and in operational lab space designs.
- Review and update COSHH/Chemical safety training course content and format.
- Continue delivery of robust safety audit programme
- Deliver a comprehensive programme of safety training that is accessible and relevant to University employees and, in targeted areas, to research students
- Ensure renewal of DGSA safety qualification
- Ensure continued delivery of an acceptable level of fire safety training and fire risk assessment review, noting the constraints caused by post vacancy in this area.

RPS

- Recruitment of a suitable RPA/RWA to replace retiring incumbent.
- Finalise moving of RPS staff and facilities to Isabella Elder Building. Should be completed by the end of February 2024.
- Complete dose assessment of SAH linear accelerator, this is a 4-month long assessment, using dosimeters to determine if any additional shielding will be required for public areas. Should be completed end of April 2024.
- Complete RPA requirements for Weipers Equine Centre CT scanner project. This will include a Critical Examination (CE) report after installation is complete. Scanner project has not started the building phase yet and a time/date on this cannot be specified.

Business Continuity

- Implementation of new strategic Business Impact Analysis (BIA)
- Training of newly nominated BC Coordinators
- Launch of new BC Hub and dashboard
- Supporting review of School and Service BIAs and BC Plans through the BC Coordinators
- Delivery of combined ER/ BC Exercise on a cyber security scenario

Occupational Health

- Standardisation of internal occupational health processes and documentation.
- Working to identify all areas that require statutory health surveillance and develop a managed service.
- Progress with the transfer from a paper-based system to a digital department.

Business Continuity

- Training of newly nominated School and Service BC Coordinators.
- Delivery of University BC/ ER exercise on cyber threat
- Support of the review of School and Service BIAs and BC Plans.
- Launch of new BC Hub for gradually increased access.

Court Context Card 17 April 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	Feb-24
Topic discussed at Committee	Apr-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, discussion and Approval
Paper Summary	
The Nominations Committee met on the 10 April to discuss the following items:	
The Committee reviewed the draft advert and web brochure for the co-opted member of Court appointments which were due to take up the roles on the 1 August 2024 and 1 October 2024. A number of amendments to the text were noted by the Committee and it was agreed that the text would be amended as suggested. The posts would be go live on 15 April and Court and Committee members would be encouraged to use their networks to reach out to suitable candidates along with roles being advertised in the Guardian and Sunday Times appointments, along with a number of Board portals, social media channels, LinkedIn etc.	
The Committee also approved the following reappointments and is recommending the formal approval by Court:	
Martin Glover – People and Organisational Development Committee for a second term Jan 2024 to Dec 2026 (8 years total)	
Kenny Robertson – Information Strategy and Policy Committee for a second term from June 2024 to June 2028 (8 years total) .Court is asked to approve the reappointments.	
The Committee also discussed the current Skills Matrix in relation to the new Co-opted members of Court skill requirement.	
Topics to be discussed	the reappointment of Martin Glover and Kenny Robertson as outlined above
Action from Court	To approve the reappointments of Committee members - Martin Glover and Kenny Robertson other items for noting
Recommendation to Court	Nominations Committee RECOMMENDS the approval of the reappointment of Martin Glover and Kenny Robertsor
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 Wednesday 10 April 2024
via Zoom

Present: Professor Nicola Dandridge (Chair) (ND), David Finlayson (DF), Professor Dan Haydon (DH), Jonathan Loukes (JL), Paula McKerrow (PM), Hailie Pentleton-Owens (HP-O), Gavin Stewart (GS), Elizabeth Passey (EP)

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

Apologies: None

NC/2023/10. Declarations of Interest

No declarations of interest were noted.

NC/2023/11. Minutes of the last meeting

The minutes from the meeting on 26 January 2024 were approved.

NC/2023/12. 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 and updated over the summer once the new Convener was in place.

NC/2023/13. Recruitment Process

AH outlined paper 5 which detailed the job details and further particulars for the Co-opted Court member appointments. During the discussion it was noted that:

- the job would be advertised in the Guardian and Sunday Times appointments, along with a number of Board portals, social media channels, LinkedIn etc.
- Court and committee members would be encouraged to use their networks and to share posts using their personal accounts and to speak with any potential candidates informally about the role.
- the advert would be updated to ensure that the details in relation to the equality and diversity was open and transparent. Legal advice would be sought should any queries be raised during the recruitment and appointment process.
- the particulars and job advertisement would also be reviewed to ensure the wording reflects some of the substance and vibrancy of the University's strategy and ambitions'.
- A link to a video on the CUC website would be included along with a more detailed slide pack on the University.

It was agreed that 10 days prior to the closing date, details on the number of applications along with relevant equality and diversity information would be shared with the Committee in

case there was an additional push required for more diverse applicants. Committee members were also encouraged to forward on any networks/channels that the Court office could use to reach out to potential applicants.

The Committee agreed that AH and MC would update the advert before it going live on Monday 15 April.

NC/2023/14. Recruitment Cycle 2024/26

14.1 Skills Matrix

AH outlined paper 6 which outlined the updated skills matrix for Court members to include the two new areas. It was noted that Court members had also had the opportunity to review the skills matrix if they wished to do so.

The Committee agreed that the advert would be amended to include experience of Audit & Risk and Estates as preferred criteria for candidates to meet. It was noted that the job specification details would be simplified where possible to reflect the discussions at the meeting.

It was also agreed that the next meeting would review the Committee membership and Vice-Chair allocations.

NC/2023/15. Committee Appointments

The Committee approved the following reappointments:

- Martin Glover – People and Organisational Development Committee for a second term Jan 2024 to Dec 2026 (8 years total)
- Kenny Robertson – Information Strategy and Policy Committee for a second term from June 2024 to June 2028 (8 years total)

It was agreed that the reappointments would be put forward to Court for formal approval.

NC/2023/16. AOB

No substantive items were raised.

NC/2023/17. Table of Actions

Action	Date Due	Notes
Court Video to be updated	Sept 2024	Clerk
Liaise with P&OD colleagues for the advert to be updated and published	April 2024	Clerk/ Director of Strategic Recruitment and Talent
Committee membership to be reviewed including allocation of Vice-Chairs	June 2024	Clerk

NC/2023/18. Date of Next Meeting

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

University of Glasgow

University Court – Wednesday 17 April 2024

Communications to Court from the meeting of Senate held on 9 April 2024

Dr Richard Lowdon, Academic Policy & Governance

(All matters are for noting)

1. The Transformation Programme – Presentation by the Executive Director of Transformation

Ms Nadia Ness, Executive Director of Transformation, gave Senate with an update on the recent work of the University's Transformation Team. By way of introduction, Ms Ness provided Senate with a timeline of the Transformation Team's activities since the approval of the University's Transformation Strategy in 2018, which included a summary of the work that had been undertaken by the Transformation Team during the COVID-19 Pandemic and a summary of the recent refresh and refocus of the Transformation Team.

Describing the main aims and purpose of the Transformation Team, Ms Ness informed Senate that there it had been recognised that the University needed to create more ways to successfully deliver change, which empowered staff and enabled them to act autonomously. In order to achieve this, the University would:

- Utilise more internal and external insights.
- Create a culture of continuous improvement and service excellence.
- Create an environment where creativity could be nurtured and tested.
- Develop staff by enhancing career development and skills development.

Regarding the future path for Transformation at Glasgow, Ms Ness informed Senate that this had been split into five chapters:

- **Chapter 1** – Working smarter and more collaboratively in our current state to build confidence in our strategic projects.
- **Chapter 2** – Creating stronger and more successful ripple-effects of change across the University.
- **Chapter 3** – Adding continuous Improvement to the established foundation of project delivery.
- **Chapter 4** – Bringing the future state to life: Creating an eco-system where change could be delivered through strategic projects, continuous improvement and a fail-safe space to incubate.
- **Chapter 5** - The future state becomes the new normal.

In relation to the Transformation Team's current position, Ms Ness informed Senate that the Team was approaching the end of Chapter 1. Since October 2023, the Team had:

- Successfully reshaped the transformation portfolio with the Transformation Board.
- Introduced integrated planning with cross functional collaboration and Board approval to prioritise activities per delivery period.

- Embedded College Subject Matter Experts into transformation programmes more effectively to enhance collaboration and develop new ways of working.
- Ensured that Transformation was a recurring topic at the University's Senior Management Group (SMG) meetings in order to allow SMG to provide leadership support, alignment and direction to the Transformation Team.

Ms Ness informed Senate that the work of the Transformation Team had enabled the University to deliver three strategic aims:

- **Enabling growth** through the Timetabling project.
- **Enhancing the student experience** through the Assessment & Feedback, and Student Onboarding projects.
- **Service excellence** through the Automation Service, the Purchase to Pay project, and the Service Excellence project.

Describing the Transformation Team's work on 'Purchase to Pay', Ms Ness informed Senate that a 'Travel Hub' had been created, with 380 travel arrangers who had been trained to use the new online portal. The HSBC portal was also live with 240 corporate cardholders and approvers registered. As a result of the Transformation Team's work on 'Purchase to Pay', there had been a 34% improvement in staff satisfaction with the Travel Hub and a 28% improvement in staff satisfaction with purchase card processes. There had also been a 48% reduction in booking time using the Travel Hub, a 41% improvement in satisfaction with transaction logging, and a 50% improvement in satisfaction with expense coding. In terms of operational efficiency savings, Ms Ness informed Senate that 1,500 staff hours had been saved per month through the elimination of 15,000 purchase orders, and that 180 staff hours had been saved per month for all corporate card holders using the new purchasing expense process.

Regarding the Timetabling Project, Ms Ness reported that the first 'Supporting Business-as-Usual' timetabling workstream had formally ended in September 2023 and that the second workstream had now commenced. As part of its work, the second workstream had:

- Agreed a process for the 2024-25 academic year with the advisory group and the Deans of Learning & Teaching.
- Organised five roadshows in January 2024 to raise awareness about timetabling, which had been attended by around 300 members of staff.
- Prepared to run a parallel test of auto-scheduling vs manual timetabling.
- Delivered a test dashboard to provide visibility of key timetabling performance measures.

In terms of operational efficiency, Ms Ness reported that improving timetabling would eliminate the need for external teaching venues (which had saved the University £153k in 2023-24), improve estate utilisation, and allow a greater proportion of teaching hours to be scheduled on campus first time.

In relation to the Assessment & Feedback project, Ms Ness informed Senate that the Transformation Team planned to launch 'MyGrades' in September 2024 following a period of user acceptance testing. An 'Assessment & Feedback Resources Hub' had also been launched to showcase best practice from across the institution. In addition to this, guidance had been published for staff about the use of Artificial Intelligence by students, a 'Practice Enhancement Tool' had been piloted in March 2024, and a 'Learning Through Assessment' (LTA) framework had been released. It was hoped that the LTA framework would help to improve student satisfaction and engagement with feedback.

Regarding the Student Onboarding Project, Senate was informed that improvements had been made to the registration and enrolment process, which would be implemented for the 2024-25 academic year. Business requirements had also been gathered from key stakeholders for new Constituent Relationship Management (CRM) software to improve the University's processes for tracking current and prospective students. Furthermore, the Transformation Team had explored opportunities for automating processes to save staff time. It was hoped that these developments would improve the student experience by allowing staff to measure the percentage of students who were able to successfully complete registration and enrolment in 2024-25 at their first attempt, without errors. It was also hoped that these improvements would help to reduce the percentage of unregistered students by the start of teaching, and reduce the percentage of unsuccessful enrolment transactions.

Concerning the achievements of the Automation project, Ms Ness informed Senate that 22 processes across seven areas of the University had been automated, and that a further 20 processes had been identified for automation. In terms of operational efficiency, Ms Ness noted that 14,000 hours of staff time had been saved as a result of automating processes.

In relation to the future of the University's Transformation programme, Ms Ness informed Senate that the Transformation Team would focus on re-engaging with the University more broadly to ensure that students and staff felt more involved in the Transformation programme and to enhance awareness of the tangible benefits that it could provide them.

Members of Senate enquired about the progress that had been made in relation to career progression opportunities for members of Professional Services staff. Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer & University Secretary, informed Senate that the University's 'Career Pathways' project was currently focusing on the issue of career development opportunities for members of Professional Services Staff. Members of Senate also expressed concerns that capacity issues often restricted the number of course options available for first year students selecting their second or third subject. Professor Moira Fischbacher-Smith, Vice-Principal Learning & Teaching, informed Senate that a piece of work was being carried out with Planning, Insights and Analytics (PIA) and University Timetabling to explore the design and management of Glasgow degrees, and the suitability of the various pathways available to students. This work would also be informed by insights from the Timetabling and Onboarding projects.

Members of Senate expressed concerns about the cost of booking travel through the University's travel agent and asked if there were plans to review the University's provider. Dr Duncan informed Senate that the University periodically put its travel booking requirements out to tender to ensure that it got the best value for money, and that the University was in regular contact with its travel agent to pass on feedback from staff. Dr Duncan also encouraged the member of Senate to pass on their concerns to him and to provide examples of where it would have been significantly cheaper to book travel directly, rather than through the University's travel agent. Members of Senate enquired about the scope of the Transformation Team and what projects fell within the remit of the Team. Ms Ness informed Senate that the Transformation Team focused on complex, cross-institutional projects that had no obvious owner, which linked with existing themes within the Transformation portfolio. Ms Ness agreed to circulate the full remit of the Transformation Team with Senate after the meeting. Members of Senate also enquired about how student feedback was incorporated into the Transformation projects and the reflection activities that took place after a project had been concluded. Ms Ness informed Senate that the Transformation Team worked closely with the Students' Representative Council (SRC) to gather student feedback and to evaluate the success of each project as part of the post-implementation review process.

2. Learning & Teaching Strategy – Presentation by the Vice-Principal of Learning & Teaching

Professor Moira Fischbacher-Smith, Vice-Principal of Learning & Teaching, provided Senate with an update on progress relating to the University's 2020-2025 Learning & Teaching Strategy. Regarding the aims of the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the main aim of the Strategy was to "develop and support our students through an excellent University experience so that they fulfil their academic potential and contribute in the fullest way possible to culture, society and the economy throughout their lives". In order to deliver the Strategy, the following objectives, which had been founded on research evidence from across the Higher Education sector, had been agreed:

- Equipping students for learning and working in a digital and skills-focused age.
- Ensuring curricula reflected changes in knowledge and access to knowledge, and supported a focus on global challenges.
- Reframing assessment so it is meaningful, iterative, coherent across a programme, and inclusive.
- Evolving our teaching to be more student-centred and active in nature.

Regarding the timeline for the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the first two years of the Strategy had been focused on developing guidance and support for staff and students in response to the COVID-19 Pandemic. However, from 2022 onwards, the focus had shifted towards developing proposals, frameworks, webpages and resources to support the implementation of the Strategy. A consultation had also recently commenced for the 2025-2030 Learning & Teaching Strategy, which would be published next year.

In relation to the 'Assessment & Feedback Practice & Policy' workstream of the Learning & Teaching Strategy (which was co-chaired by Professor Wendy Anderson and Dr Kimberly Davis), Professor Fischbacher-Smith informed Senate that an 'Assessment & Feedback Resources Hub' had been developed to support Colleges and Schools with the implementation of the 'Learning Through Assessment Framework'. Guidance had also been provided for staff to inform them about the capabilities of generative AI software, and the implications of this for learning, teaching and assessment.

Regarding the 'Transforming Curricula' workstream (co-led by Professor Maureen Bain and Dr Michael McEwan), Professor Fischbacher-Smith informed Senate that a 'Programme Archetype Review' had been carried out, along with a vision for a 'Curriculum for Life', which had been developed in consultation with staff, students and employers. A framework, resources and processes had also been developed for a number of 'Interdisciplinary Learning Projects'.

Another workstream within the Learning & Teaching Strategy was the 'Student Skills & Professional Development' workstream, which was co-led by Professor Stephany Biello and Mrs Sarah Armour. This workstream was focused on developing a coherent institutional approach to integrating skills within curriculum design and delivery, developing a framework for the future development of Continuing Professional Development (CPD) opportunities for students, and identifying tools to support students to record, evidence and reflect upon learning activities that had supported their skills development.

The final workstream within the Learning & Teaching Strategy was the 'Evolving Teaching Practice' workstream, which was co-led by Professor Fischbacher-Smith and Dr Nic Kippar. This workstream was focused on developing an approach to horizon scanning and regular reporting that identified technological trends and potential changes that were likely to impact

upon learning and teaching activities within the Higher Education sector. This group would also make recommendations on the future use of hybrid and hyflex teaching at Glasgow, evaluate the impact of active learning, and identify effective approaches to student and staff support that could facilitate the adoption of active learning.

Regarding recent communication activities relating to the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the re-vamped 'Learning & Teaching Webpage Hub' had been published in January 2024. Since its re-vamp, the hub had been visited 801 times by staff and students, with an engagement rate of 72%. A Learning & Teaching Strategy newsletter had also been developed, which was published every six weeks, and a number of Strategy focused sessions had been included as part of the University's Learning & Teaching Conference.

Members of Senate raised concerns about the challenges that some students had faced submitting their online examinations. Professor Fischbacher-Smith agreed to contact the member of Senate who had raised the issue to discuss this matter further. Members of Senate observed that the Assessment & Feedback workstream focused more on undergraduate students than postgraduate students, and asked if there were plans to incorporate postgraduate students into the workstream. Professor Fischbacher-Smith confirmed that all of the work that was being carried out as part of the Assessment & Feedback workstream applied to both undergraduate and postgraduate students. Professor Fischbacher-Smith also agreed to meet with the member of Senate who had raised the question to discuss how this could be made clearer in the Strategy. Members of Senate enquired about the inclusion of interdisciplinary learning in the Strategy. Professor Fischbacher-Smith informed Senate that a framework and resources had been developed for a number of 'Interdisciplinary Learning Projects' as part of the Transforming Curricula workstream.

3. Research Planning & Strategy Committee: Report from the meeting held on 6 March 2024

Professor Chris Pearce, Vice-Principal for Research & Knowledge Exchange, informed Senate that the University's 'Enlighten: Publications Collection Policy' had recently been revised following a period of engagement and benchmarking with other Russell Group institutions, and an investigation of technical solutions to ensure that externally authored research continued to receive due prominence on staff profile web pages. The key changes that had been made were:

- A proposal to ensure that Enlighten returned to its core repository function, with a focus on gathering and exposing research created and published by University of Glasgow staff.
- Expanding the collection of research available through Enlighten to incorporate, and encourage, the deposit of non-standard research outputs (such as non-textual outputs), while ensuring a systems framework that allowed for non-standard research works to be described more appropriately.

Senate expressed support for the proposed changes to the 'Enlighten: Publications Collection Policy' and enquired about provision for non-standard outputs such as performances and scripts. Dr George MacGregor, Assistant Director of Digital Library, agreed that it was important for Enlighten to include non-standard research outputs and that the changes proposed to the Policy would help to ensure a more holistic approach to the visibility of research outputs. Dr MacGregor also agreed to meet with the member of Senate who had raised the point to discuss this matter further.

Following discussion, **Senate approved the proposed changes to the 'Enlighten: Publications Collection Policy'.**

4. Dictionaries in Examinations – Policy change and summary of support for international students

Professor Moira Fischbacher-Smith, Vice-Principal for Learning & Teaching, reminded Senate that a proposal had been agreed by Senate in 2015 to prohibit the use of hard-copy dictionaries in University examinations once alternative support had been put in place for students. This matter had not been resolved prior to the COVID-19 Pandemic and had been less of a priority due to examinations moving online. However, the issue of dictionaries in examinations had recently become more pressing due to examinations moving back on campus.

The Dictionaries in Exams Working Group had been established to explore alternative support arrangements to ensure that students no longer needed to use hard-copy dictionaries for in-person University examinations. Following an Equality Impact Assessment, the Working Group had concluded that adequate alternative support was now in place for international students to ensure that they did not need to use hard-copy dictionaries in University examinations. Therefore, the Working Group had recommended that the use of dictionaries for in-person University examinations should be prohibited from the start of the 2024-25 academic session, with an agreement that this rule change would not apply to PGT students who had started a one year programme in January 2024 or to students who used dictionaries as a disability provision.

Following discussion, **Senate approved the proposal to prohibit the use of hard-copy dictionaries for in-person examinations.**

Members of Senate enquired about the planned changes to the University's Suspension of Studies and Fitness to Study procedures, which had been mentioned in the Education Policy & Strategy Committee Report from the meeting held on 6 March 2024. The Clerk of Senate confirmed that work was currently underway to merge and rename these procedures in order to simplify them and remove any negative associations. It was hoped that this work would be completed prior to the meeting of Senate on 6 June 2024.

5. Convener's Business

5.1 Restrictions to visa routes

The Principal informed Senate that the UK Government had recently increased the salary threshold for overseas workers applying for visas to work in the UK. These changes would mean that overseas workers would only be able to apply for a visa if the job that they were applying for offered a salary over £38,700. This matter had been discussed by the University's Senior Management Group (SMG) and the University's HR Committee in order to assess the likely impact that this would have on the University's ability to recruit overseas staff. The Principal also noted that these changes would particularly affect the recruitment of staff at Grade 7 and below, and that the University would be making representations to express its concerns about the policy change.

The Principal also informed Senate that the UK Government had recently asked the Migration Advisory Committee to review the graduate visa route, which currently allowed international students to work for two or three years after graduating from a UK University. There were concerns within the Higher Education sector that this review would lead to restrictions being placed on graduate visas, which could result in a fall in international student recruitment.

5.2 Scottish Budget

The Principal provided Senate with an update on the Scottish Funding Council's (SFC's) indicative funding allocations for the 2024-25 financial year, which was expected to involve a significant cut to the Scottish Higher Education sector. As part of its budget, the Scottish Government had announced that at least 1,200 funded university places (which had been created during the COVID-19 Pandemic) would be cut in Scotland, and that there would be a further £28.5M reduction in University funding during the 2024-25 financial year compared with the previous financial year. The Principal informed Senate that there was a degree of uncertainty about where these cuts would fall. However, the University had already budgeted for an expected cut in its funding allocation from the SFC.

5.3 Retirement of Dr Jack Aitken

The Principal informed members of Senate that Dr Jack Aitken, the Director of Academic Services, would be retiring from the University at the end of April 2024. The Principal noted that Dr Aitken had joined the University in 1999 as Head of the Senate Office and had become Director of Academic Services in 2018. During his time at Glasgow, Dr Aitken had helped guide the University through unprecedented times and had shown tremendous leadership, commitment and collegiality. Over the past 25 years, Dr Aitken had overseen 135 meetings of Senate and he had been instrumental in the establishment of a more modern and inclusive Senate in response to the 2016 Higher Education Governance (Scotland) Act. A reception for Dr Aitken would be held at 3.30pm on Thursday 25 April in Room 402 of the Fraser Building to celebrate his contributions to the University over his many years of service.

6. Clerk of Senate's Business

6.1 Senate Effectiveness Review

The Clerk of Senate reminded members of Senate that Academic Policy & Governance (APG) had commissioned an externally facilitated review of Senate, which would be complementary to a review of the University Court. The Clerk of Senate informed Senate that the Senate Effectiveness Review Panel had met on 8 April 2024 and that the Panel intended to observe the June 2024 meeting of Senate and meetings of the sub-committees of Senate, including the Education Policy & Strategy Committee, the Research Planning & Strategy Committee, the Student Experience Committee, the Learning & Teaching Committee, and Academic Standards Committee. The Panel would also send a survey out to all members of Senate to gather their views, before meeting with the main constituent groups of Senate, including ex officio members, student members, elected members, and Elected Academic Staff Members on Court. Regarding the timescale of the Senate Effectiveness Review, the Clerk of Senate informed Senate that the final report from the Review would be submitted for the October 2024 meeting of Senate, rather than the June 2024 meeting.

6.2 Rectorial election

The Clerk of Senate informed Senate that, following the Rectorial Election that had taken place on 25 and 26 March 2024, Dr Ghassan Abu-Sittah had been elected as the new Rector of the University for the next three years. Dr Abu-Sittah would be installed as the Rector of the University on Thursday 11 April at 5.30pm in the Bute Hall, and all staff were invited to attend the installation ceremony.

Members of Senate expressed concerns about a perceived lack of support from the University for the new Rector. The Principal informed Senate that the University Rector was nominated and elected by registered students at the University to represent them at the University Court. Each candidate was subject to an independent nominations process under

powers established by the Universities (Scotland) Acts, and the University had adhered to this legislation and the electoral rules established under it. Candidates had also been reminded of the responsibilities and duties of the Rector, which included adhering to the Code of Conduct for members of Court and upholding the University's policies and values with respect to equality, diversity and inclusion. The Principal informed Senate that the University had a responsibility to uphold freedom of speech and that it had defended the right of Dr Abu-Sittah to sit as a candidate for the Rectorial election. However, the Principal informed Senate that some students had written to him to express concerns about the election of Dr Abu-Sittah. The Principal also informed Senate that, although the Rector was free to express their thoughts and to advocate on behalf of students, the Rector did not represent the views of the University.

A member of Senate enquired about the decision-making process for allowing Schools and Subjects to hold in-person examinations on campus. The member of Senate also expressed concerns that their Subject had not been permitted to hold in-person examinations, despite raising concerns about the risk of students using generative AI to engage in academic misconduct, while other Subjects had been permitted to hold in-person examinations. The Clerk of Senate informed Senate that a procedure had been developed, in consultation with the Deans for Learning & Teaching and the Exams Planning Group, to review in-person examination requests from Schools and Subjects, taking into account the timing of each request, the nature of the course, the level of the examination and the evidence that its integrity could be compromised. Following application of this procedure to the identified Subject request, the Clerk of Senate and the relevant Dean for Learning & Teaching had concluded that the request should not be supported for the spring 2024 examination diet. The Clerk of Senate also informed Senate that he was happy to meet with the member of Senate who had raised the question, and with the relevant Dean for Learning & Teaching, to discuss the specifics of their Subject's case. The Clerk of Senate also informed Senate of the expectation that decisions to change the mode of delivery of assessments (e.g. from online examinations to in-person examinations) would in future *not* be made during an academic session.

7. University Court: Communications from the meeting held on 14 February 2024

Senate received and noted a report from the University Court meeting held on 14 February 2024. Items included:

- Technology Strategy – Progress and next steps
- Keystone Workshop Update
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Committee Reports
- Annual Complaints Handling Procedure Report 2022-23
- Senate matters