



University
of Glasgow

COURT

A meeting of Court will be held on **Tuesday 18 June 2024** at **2pm** in the Senate Room, Main Campus

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

AGENDA

Item	Title	Lead	Paper No.	Page nos.	Action
1.	Welcome, Apologies, Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 17 April 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.	*Budget 24/25 and Financial Forecasts; Capital Plan Papers withheld due to FOI exempt/Commercial sensitivity	Frank Coton/ Gavin Stewart/ Gregor Caldwell	4. and annexes	15-55	For approval
5.	*University Strategy – KPI update Papers withheld due to FOI exempt/Commercial sensitivity	Frank Coton	5.	56-106	For information /discussion
6.	Report from the Principal <i>*SFC Grants 2024/25</i> <i>* Higher Education Developments</i> <i>*Lord Kelvin Bicentenary</i> <i>*University Rankings</i>	Principal	6.	107-116	For information /discussion
7.	Report from the University Secretary <i>*Glasgow Green – Action Plan update</i> <i>* Standing Orders</i> <i>*Principal and VC Search</i> <i>*Organisational Change Governance Committee</i> <i>*Court Strategy Day 2024</i> <i>*Heads of School</i> <i>*Honorary Fellowship</i> <i>*Endowment Resolution</i>	David Duncan	7. and annexes	117-160	Items for approval/ otherwise for discussion/ information

8.	*Student Matters, including: Rectors Report; SEC Report; SRC President update <i>* SRC Annual Report</i>	Rector/ Hailie Pentleton	8. and SRC Annual Report	160-197	For information /discussion
9.	Reports of Court Committees				
9.1	Finance Committee <i>Some Papers withheld due to FOI exempt/ Commercial sensitivity</i>	Gavin Stewart	9.1 and annex	198-213	For information /discussion/ approval
9.2	Estates Committee	Stuart Hoggan	9.2	214-220	For information /discussion
9.3	Information Policy & Strategy Committee	Frank Coton	9.3	221-226	For information /discussion
9.4	Audit & Risk Committee	Elspeth Orcharton	9.4	227-234	For information /discussion
9.5	Nominations Committee <i>*Co-opted Members of Court appointments</i> <i>*Chair of Finance Committee</i>	Nicola Dandridge	9.5	235-237	For information /discussion/ approval
9.6	Remuneration Committee <i>*Convener of Court remuneration</i>	Kerry Christie	9.6	238-242	For information /discussion/ approval
9.7	Health, Safety and Wellbeing Committee	David Duncan	9.7	243-247	For information /discussion
10.	Senate Business	Martin Hendry	10	to follow	For information
11.	Convener's Reflections	Elizabeth Passey			
12.	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		
13.	Date of Next Meeting Wednesday 25 September 2024 at 1400 – TBC				

ANNUAL SCHEDULE OF COURT BUSINESS

<i>(Sept</i> September	<ul style="list-style-type: none"> • <i>Strategy Discussion Day)</i> • 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"> • 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"> • 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"> • Research update and KPIs from Vice Principal • SFC Main Grant Allocations for forthcoming year • Health, Safety & Wellbeing annual report • Summary Income and Expenditure report (Finance Committee) • Annual Self-assessment, convener appraisal and Code compliance • Annual Report from Organisational Change Governance Group
June	<ul style="list-style-type: none"> • Institutional KPIs & Strategic Plan (annual update) • SRC annual report • 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)

Pre Court briefing –

Future topics

Fundraising campaign – June 2024
Head of College – MVLS update –Sept 2024

Past topics

Transformation update - April 2024
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 17 April 2024

CRT/2023/40. Annual Research Update

Court received a presentation by Professor Chris Pearce, (Vice-Principal for Research & Knowledge Exchange) on the University's 2020-2025 Research Strategy. The paper provided a brief update on research performance, and some of the major and current issues in the sector related to research.

CRT/2023/41. Student Experience Strategy and Action Plan

Court received an update on the Student Experience Strategy and Action Plan by the University Secretary and Jonathan Jones (Change Director, International Student Experience).

CRT/2023/42. Report from the Principal

CRT/2023/42.1 Admissions – UCAS Applications and PGT Update

Rachel Sandison (Deputy Vice Chancellor (External Relations) and Vice Principal) and Gregor Caldwell (Executive Director of Finance) provided an update on the recruitment outlook for 2024/45 for PGT international students. It was noted that two budget scenarios continued to be developed and would come to the June meeting for discussion and approval.

CRT/2023/43. Report from the University Secretary

Court noted the report from the University Secretary – Paper 7. Key items were:

CRT/2023/43.2 Standing Orders

Court agreed that the Standing Orders would be approved except for the two areas as outlined above.

CRT/2023/43.8 Gender Representation Objective

Court noted the report and approved the publication of the report following minor modification.

CRT/2023/43.10 CIVIS European University Alliance

Court approved the signing of the CIVIS Alliance Agreement and Legal Entity Agreement.

CRT/2023/43.11 Ordinance 211 – General Council Membership

Court approved the submission of Ordinance 211 – General Council Membership to the Privy Council.

CRT/2023/45. Reports of Court Committees

CRT/2023/45.8 Nominations Committee

Court noted that the Nominations Committee was recommending the reappointment of Martin Glover – People and Organisational Development Committee for a second term Jan 2024 to Dec 2026 (8 years total) and Kenny Robertson – Information Strategy and Policy Committee for a second term from June 2024 to June 2028 (8 years total). Court approved the reappointments.

The report was noted.



Draft Court

Minute of Meeting held on Wednesday 17 April 2024 held in the Seminar Room, Mary Stewart Building, Garscube and via Zoom

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Cllr Susan Aitken (Glasgow City Council Assessor), Professor Sarah Armstrong (Elected Academic Staff Member), Professor 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 - Zoom), Dr Bo Hu (Chancellor's Assessor), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member - Zoom), Paula McKerrow (Trade Union Nominee), Pablo Moran-Ruiz (SRC Assessor), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Professor Richard Reeve (Trade Union Nominee), Shan Saba (Co-opted Member), Mr Gavin Stewart (Co-opted Member), Hailie Pentleton-Owens (SRC President), Professor Bethan Wood (Elected Academic Staff Member).

Attending:

Gregor Caldow (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), Professor Chris Pearce (Vice Principal Research and Knowledge Exchange) for Item CRT/2023/40 only, Jonathan Jones (Change Director, International Student Experience) for Item CRT/2023/41 only and Rachel Sandison (Deputy Vice Chancellor (External Relations) and Vice Principal) for Item CRT/2023/42 only.

Apologies:

Dr Ghassan Abu-Sittah (Rector), Dr Christine Middlemiss (General Council Assessor).

CRT/2023/37. Announcements and declaration of Interests

In his absence, the Convener congratulated Dr Ghassan Abu-Sittah as the new Rector and a new member of Court.

There was the following declaration of interest in relation to business to be conducted at the meeting: Dr David Duncan as a member of the UCEA - National Negotiating Team.

Court noted that two tours had taken place prior to the Court meeting - Hunterian Art Gallery and Adam Smith Business School & Postgraduate Hub. Court thanked Steph Scholten (Director of the Hunterian), Dr Lola Sánchez-Jáuregui (Art Curator) and Craig Ewing (Assistant Director – Facilities Services (Hard FM)).

A pre-Court briefing took place on the work of the Transformation Team. Nadia Ness (Executive Director of Transformation) provided an update on the recent work of the

University's Transformation Team with a timeline of the team's activities since the approval of the University's Transformation Strategy in 2018. Court's thanks for the briefing were recorded.

Court also noted the display by Archives in relation to the 200th anniversary of the birth of William Thomson, Lord Kelvin. Archives & Special Collections holds a rich collection of material on Lord Kelvin's life and work, and the display previewed a small sample that would be used to support the University's commemorations. It also highlighted the University's long-standing record of academic excellence, global collaboration and commercial success. Court thanked Michael Gallagher (Archivist - University Heritage Collections Engagement) and Elizbieta Gorska-Wiklo (Preservation Manager).

Court was reminded that papers and business were confidential.

CRT/2023/38. Minutes of the meetings held on Wednesday 14 February 2024

The minutes were approved.

CRT/2023/39. Matters Arising

No substantive items were raised.

CRT/2023/40. Annual Research Update

Court received a presentation by Professor Chris Pearce, (Vice-Principal for Research & Knowledge Exchange) on the University's 2020-2025 Research Strategy. The paper provided a brief update on research performance, and some of the major and current issues in the sector related to research.

Court noted that for calendar year 2023, total research awards were £208M compared to £230M in 2022. Looking ahead, the opportunities to attract large, collaborative research projects addressing major challenges continued into 2024, e.g. food security, health, climate, infectious diseases, etc. The University's Strategic Research Initiatives unit had been working closely with research support teams in the Colleges to manage these opportunities and a significant portfolio of large grants had been submitted in the first quarter of 2024. However, every major university in the UK had recognised these opportunities and competition for funding across the sector continued to intensify.

Professor Pearce updated Court on progress with Glasgow Changing Futures (GCF) which was perhaps the most significant response by the University to the changing landscape. GCF represented an institutional commitment and programme of activity to contribute solutions to major societal challenges, and a proactive approach to the University's contribution to the UN Sustainable Development Goals. Professor Pearce also provided an update on Horizon Europe which was a complex area and required specialist knowledge. The University was supporting staff to maximise opportunities and reengage with existing collaborative networks. It was also noted that a review of International Research Support would be undertaken in the coming months.

During the discussion it was noted that the University was working closely with the City and Strathclyde University, which was particularly important when calls were made for collaborative or regional funding calls.

A query was raised about the lack of information available for Early Career Development Programme (ECDP) mentors and the challenges associated with navigating different systems and pathways. Professor Pearce informed Court that the University was in the process of reviewing the existing guidance for ECDP participants and mentors. The University was also exploring how to better integrate the Organisational Development unit and Research and

Innovation Services to simplify the processes, systems and guidance associated with the ECDP.

A query was also raised about the MRC funding for Social and Public Health Sciences Unit (SPHSU). Court noted that discussions were in the early stages and that the College and University were working closely together to look at all the options available.

Court thanked Professor Pearce for his update.

CRT/2023/41. Student Experience Strategy and Action Plan

Court received an update on the Student Experience Strategy and Action Plan by the University Secretary and Jonathan Jones (Change Director, International Student Experience). The Strategy would provide students with a fulfilling, rewarding and enriching co-curricular experience that would shape how they saw their place in the world and help them to become world-changers. To achieve this, the University's 'Digital Transformation' would ensure the optimal student user experience across all digital services, products and channels, while the University's 'Campus Development Programme' would focus on refurbishing and expanding student accommodation, and the sport, social, recreational and support facilities across all of the University's campuses.

Court noted that during 2023, eight project business cases had been developed and approved, two for each of the four pillars. All approved projects had commenced delivery and were in various states of implementation. A total of £2.5m of funding had been allocated, funding pilots for each approved project up to July 2025 or July 2026. £1m of funding remained with six projects coming forward for approval in the first half of 2024. Five of the originally suggested projects were currently on hold for a variety of reasons.

A query was raised about the funding of some of the projects and if this should come from core funding and it was noted that this would be looked at. It was also noted that work was still ongoing in relation to support for students with a disability and further work was required to ensure that the University continued to make progress in this area.

Court thanked the University Secretary and Mr Jones for the update.

CRT/2023/42. Report from the Principal

CRT/2023/42.1 Admissions – UCAS Applications and PGT Update

Rachel Sandison (Deputy Vice Chancellor (External Relations) and Vice Principal) and Gregor Caldwor (Executive Director of Finance) provided an update on the recruitment outlook for 2024/45 for PGT international students. It was noted that two budget scenarios continued to be developed and would come to the June 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 June meeting, but it was

noted that it would be September before there was high level of certainty around the PGT student numbers.

A query was raised about the impact of student conduct cases on the international student experience and the level of support that is provided for incoming PGT students. The Clerk of Senate reported that a number of steps had been taken to ensure that students were aware of the University Regulations and the steps that needed to be followed should they be accused of breaching the regulations but acknowledged more could be done such as looking at the design of assessments and guidance on the use of AI.

Court welcomed the update and noted the high level of uncertainty around the recruitment position along with the variety of factors that was impacting student applications and conversion rates.

CRT/2023/42.2 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. It was unclear at this stage how £28.5m reduction in resource funding would be implemented.
- Skilled Worker Visa Route – Court noted that the Home Office had 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 changes would impact the ability to recruit certain staff and it was noted that P&OD were working through the impact on staff who were currently sponsored by the University.
- UK Migration Advisory Committee (MAC) – Court noted that a rapid review of Graduate Visa Route was being undertaken and was due to report on 14 May 2024.
- University rankings - THE World Reputation Rankings had recently been published. The University's position had dropped seven places to 114th globally in this league table. The 2024 QS World University Rankings by Subject had also been published. These rankings detailed 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 demonstrated the global reputation of the University across a broad range of subject areas.
- SMG Appointments – Court noted that Professor Frank Coton, Rachel Sandison and Dr David Duncan had been reappointed as Deputy Vice Chancellors. These reappointments had been confirmed for a further four-year term, to 30 September 2029.

The Convener thanked the Principal for the update.

CRT/2023/43. Report from the University Secretary

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

CRT/2023/43.1 Court Effectiveness Review – Autumn 2023

Court noted the Court Effectiveness Review Action Plan and proposed deadlines. Following discussion it was agreed that the Working Group would take forward the implementation of the recommendations and the deadlines would be extended as required.

CRT/2023/43.2 Standing Orders

Court noted the as part of the Court Effectiveness Review, the Court Office had 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 existing arrangements for the removal of Court members did not meet the conditions set out in the Higher Education Governance (Scotland) Act 2016. A draft had been prepared and circulated to the Court officers for consideration and endorsement before being submitted to Court for formal approval.

A query was raised in relation to the quorum for Court decisions to be ratified. It was agreed that this should be reviewed. It was agreed that this would be looked at and a proposal brought back to the next meeting for discussion and formal approval.

It was noted that amendments had also been suggested to the Code of Conduct for Court Members which related to the addition of the phrase '*not act in a way which might reasonably harm the reputation of the University*'. Concerns were raised by Professor Richard Reeve, Professor Sarah Armstrong and Paula McKerrow including that this could limit academic freedom or freedom of speech and could lead to Court members being penalised for raising a legitimate challenge to a University decision/policy. It was agreed that the wording would be reviewed following the concerns raised and the issue would be brought back to the next Court meeting for discussion and formal approval.

Court agreed that the Standing Orders would be approved except for the two areas as outlined above.

CRT/2023/43.3 Rector's Election

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

It was noted that the rules and regulations for future Rectorial Elections would be reviewed in line with Ordinances and legislation relating to Charity Trustees. It was also agreed that the support for the hustings and installation of the Rector would also be reviewed.

CRT/2023/43.4 SRC Elections

Court noted the following candidates were successful in the Spring 2023 SRC elections and would 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

CRT/2023/43.5 Organisational Change

Court noted the following proposals that Organisational Change Governance Committee (OCGC) had confirmed:

Court Office - There was 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.

Transformation Team – given the resetting of the service and University's ambitions for the programme, it was the right time to amend the existing team structure. A total of 4 roles would 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 needed to be repurposed to support the College/University ambitions and operational requirements. The proposal was to create two distinct functions in the staffing structure which would lead to

the creation of 6 new roles within the finance team; the roles of 2 existing members of staff would 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 would mirror the organisational structure in Student Services with one leadership post affected.

CRT/2023/43.6 Court Strategy Day 2024

Court noted the Strategy Day was scheduled for Tuesday 24 September and the programme for the day was currently being drafted. Court noted that it would be beneficial to have an update on the outcomes from the last Strategy Day which could then inform the planning for the next Strategy Day. Court also encouraged the SRC to lead a session at the Strategy Day on the student experience.

CRT/2023/43.7 Head of School Appointments

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

College of Arts and Humanities

Head of the School of Modern Languages and Cultures

Professor Stephen Forcer had 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 had been re-appointed as Head of the School until July 2026.

Head of the School of Computing Science

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

Head of the School of Physics and Astronomy

Professor David Ireland had 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 Edgar had been appointed as the Head of the School for four years from 1 April 2024 for 4 years.

CRT/2023/43.8 Gender Representation Objective

Court noted the report and approved the publication of the report following minor modification.

CRT/2023/43.9 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 had been agreed that the annual update to Court would be provided at the next Court meeting. At the meeting it was suggested that it would be beneficial to have an update on offsetting, plans for reducing business travel and how staff would be supported, the use of PV shields from China and any possible links to Chinese slavery.

Court members were invited to email the Clerk with suggestions on areas they would like further information on.

CRT/2023/43.10 CIVIS European University Alliance

Court noted that the University had entered into CIVIS European University Alliance. The University of Glasgow was an associate member of CIVIS - a European Civic University. The CIVIS alliance had been selected as one of the first 17 pilot European Universities and was funded by the EU through the European Universities initiative under the ERASMUS+ programme. The partnership had progressed and it was now proposed that a formal CIVIS Alliance Agreement and a Legal Entity Agreement should be signed by all partners.

Court approved the signing of the CIVIS Alliance Agreement and Legal Entity Agreement.

CRT/2023/43.11 Ordinance 211 – General Council Membership

Court noted the final version of the Ordinance which had been 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. Court was now invited to approve the formal submission.

Court approved the submission of Ordinance 211 – General Council Membership to the Privy Council.

CRT/2023/44. Student Matters, including: SEC Report; SRC President update

CRT/2023/44.1. Rector update

Court noted the Rector's apologies and no substantive matters were raised.

CRT/2023/44.2. SRC update

The SRC President reported that the SRC Sabbatical elections had taken place and congratulated Pablo Moran Ruiz on his election as the SRC President from 1 July 2024. It was also reported that the SRC continued to work on the cost-of-living working group, digital poverty, the use of mandatory unpaid placements, and 'Disabling the Narrative' campaign.

It was also reported that the SRC had recently held the Student Teaching Awards which had been a very successful evening.

CRT/2023/44.3. Student Experience Committee

Court was informed that the Student Experience Committee had met recently and noted that there had been discussions in relation to Complaints Annual Report, Substance Abuse and Harm Reduction initiative, review of disability and reasonable adjustments and relocation of Sport to Student Services.

The Convener thanked the SRC President for her report.

CRT/2023/45. Reports of Court Committees

CRT/2023/45.1 Finance Committee

Gavin Stewart, chair of the Committee, outlined the report from the meeting of the Committee which included an update on the College budget meetings and thematic strategy meetings. The Committee also 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 that the last of these was not in the Investment Plan and that adjustments would be made where necessary to cover this cost.

The report was noted.

CRT/2023/45.2 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 presentation on the Portfolio and Programme system, an update on RIBA Stage 1 for the new Biological Research Facility, and the results of the Townhouse condition survey which Court noted could be a significant cost to the University.

The report was noted.

CRT/2023/45.3 IPSC

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

The report was noted.

CRT/2023/45.4 Audit & Risk Committee

Elsbeth Orcharton, chair of the Committee, outlined the report from the Committee which provided an update on the Internal Audit reports and benefits realisation. Court noted that the Committee had 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 reported that the University Secretary was working with key staff to review the timings relating to the implementation of these recommendations.

The report was noted.

CRT/2023/45.5 People and Organisational Development Committee

David Duncan outlined the report from the Committee, which provided an update on the key Performance and Reward activity, spanning the University's Early Career Development Programme (ECDP), PDR, Academic Promotion, Zone Movement, Colleague Engagement Survey, UKVI related developments and their associated operational implications.

A query was raised about pay negotiations with UCEA and it was noted that a meeting would take place early next week. A query was also raised about the colleague engagement surveys and the overall engagement index and it was reported that this would be based on a set of predefined questions.

The report was noted.

CRT/2023/45.6 Health Safety and Wellbeing Committee

Court noted the report and no substantive items were raised.

Court also received the annual report. Members noted that it would be beneficial to make the report more visual and add in details about human health, sustainability and ensure that the

executive summary of the report included the 3 main take aways from the report.

The Principal, Senior Vice Principal, Clerk of Senate and Executive Director of Finance left the meeting.

CRT/2023/45.7 Remuneration Committee - part of the discussion to be redacted from published minutes as contains personal information.

[REDACTED]

[REDACTED]

[REDACTED]

The Senior Vice Principal, Clerk of Senate and Executive Director of Finance returned to the meeting.

The Convener of Court noted that the Convener of Court-Elect had agreed to Chair the Search Committee. The Convener of Court-Elect provided an update to Court on the progress of the Committee to date. It was agreed that regular updates would be provided as part of the University Secretary's Report going forward.

The report was noted.

The Principal returned to the meeting.

CRT/2023/45.8 Nominations Committee

Nicola Dandridge, chair of the Committee, outlined the report from the Committee, which provided an update on the recruitment of two new co-opted members of Court.

Court noted that the Nominations Committee was recommending the reappointment of Martin Glover – People and Organisational Development Committee for a second term Jan 2024 to Dec 2026 (8 years total) and Kenny Robertson – Information Strategy and Policy Committee for a second term from June 2024 to June 2028 (8 years total). Court approved the reappointments.

The report was noted.

CRT/2023/46. Senate Matters

Court noted the report from the Senate meeting held on the Wednesday 9 April 2024. The Clerk of Senate outlined the key areas which included an update on the Transformation Programme, Learning and Teaching Strategy, Senate Effectiveness Review, the Rectorial Election and an update on the upcoming exam period.

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

CRT/2023/47. Any Other Business

CRT/2023/47.1 Court Sub Committee Reports

The Convener of Court noted that following her regular meetings with Court members a query had been raised about the details included on the Court context cards. Court agreed that chairs of the sub-committees would be asked to add this to the end of the agenda as a standing item for each meeting to ensure that the Court context cards were being completed with the key points for Court to focus on.

CRT/2023/48. Date of Next Meeting

The next meeting of Court will be held on Tuesday 18 June 2024 at 2pm followed by the Annual Court Dinner. A Pre-Court briefing will take place at 12pm.

Court Context Card 18 June 2024 - REPORT FROM Finance Committee

Speaker	Gavin Stewart/Frank Coton/Gregor Caldwell		
Speaker role	Finance Committee Convenor/ Senior VP and Deputy VC (Academic)/ Executive Director of Finance		
Paper Description	Finance Committee Report to Court		
Topic last discussed at Court	Apr-24		
Topic discussed at Committee	May-24		
Court members present	Court members present at last meeting: J Loukes, E Passey, R Mercer, G Stewart, R Vare, D Haydon, S Kennedy, E Orcharton		
Cost of proposed plan			
Major benefit of proposed plan			
Revenue from proposed plan			
Urgency	High		
Timing	Immediate		
Red-Amber-Green Rating	Green		
Paper Type	For information and discussion		

Paper Summary

Court is asked to review and approve the final 2024-25 Budget and 3 year forecast and investment plan.

Court is requested to review and approve the final budget for 2024/25 and the forecast to 2027/28 and associated investment plan. The paper outlines SMG's priorities for the budget period, main outcomes and the budget and investment plan that support this. The Committee discussed the budget, forecast and investment plan for 2024-25. It was noted that overall sector was facing challenging times with ongoing real term reductions in government funding and reduced international recruitment. Gregor Caldwell reported that two budgets had been prepared, one assuming no growth from this year (Scenario two) and another outlined the University's ambition to return to the modest growth trajectory outlined in last year's budget (Scenario one)

During the discussion it was noted that the Scenario 1 budget was £11m ahead of target and the free cash low point had improved by £21m to £40m in 2028 since the Committee meeting in March. In Scenario 2 the free cash low point remained negative from 2028 and savings of at least £10m per annum would be required to address this from 2026 onwards. While this provided significant opportunity, the University also needed to take care to continue to protect the University from downside risks, particularly as the investments would reduce free cash in each of Scenario 1 and 2.

A workshop would be held in late August open to Estates, Finance Committee and Court members to provide an opportunity for final review of the Keystone business case in advance of the September Court cycle when it was expected to come forward for approval, assuming student number forecasts remained at or above Scenario 2. The Committee agreed to recommend to Court the final budget for 2024/25 and the forecast to 2027/28 and the associated investment plan.

Other Finance Committee matters will come up under Item 9.1.

Topics to be discussed	Budget and investments for 2024/25
Action from Court	to approve the budgets for 2024/25 other items for noting
Recommendation to Court	Finance Committee RECOMMENDS the approval of the budgets

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

Equality Impact Assessment

Suggested next steps

Any other observations	
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Court Context Card - Annual Update on University Strategy and KPIs - 18 June 2024	
Speaker	Professor Frank Coton
Speaker role	Senior Vice Principal
Paper Description	
<i>Topic last discussed at Court</i>	20-Jun-23
<i>Topic discussed at Committee</i>	N/A
<i>Committee members present</i>	N/A
<i>Cost of proposed plan</i>	N/A
<i>Major benefit of proposed plan</i>	N/A
<i>Revenue from proposed plan</i>	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	For noting
Paper Summary	
<p>Court last reviewed the KPIs in June 2023 and this paper provides an update on the current progress to achieving the KPIs. Our World Changing Glasgow 2025 Strategy was published in 2020. What follows is a light-touch, mid-term review of the progress with the strategy and, in particular, current performance against KPIs, feedback from the 2023 strategy engagement sessions, and an overview of investments made in support of the strategy and their alignment to the strategy. The purpose of this light-touch, mid-term review of our strategic plan is to provide an opportunity to reflect on the extent to which there is targeted investment and activity aligned to the core themes and KPIs of the strategy and to understand, on the basis of feedback from colleagues, how the lived experience of staff and students of the University aligns with our strategic intent.</p> <p>Progress against the KPIs remains impacted by the Covid period and the differential rate of growth of the University in comparison to our peers in the first half of the cycle. Consequently, some KPIs are unlikely to be met by the end of the cycle. There are areas of the strategy where progress is being clearly felt by the University community but not always uniformly at this stage. There are other areas where progress is less obvious, most of which are subject to ongoing action. It will be important to demonstrate further progress in these areas in the latter half of the cycle.</p>	
Topics to be discussed	University Strategy and KPI Update
Action from Court	Court are invited to comment on the Strategy and KPI performance update
Recommendation to Court	Note progress made against University strategic objectives and KPIs
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	
Risk register - college level	
Demographics	
% of University	
% of college	
Operating stats	
% of	
Campus	All
External bodies	None highlighted
Conflict areas	None highlighted
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 18 June 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 April 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"> 1. SFC Grants 2024/25 2. Higher Education Developments/Political Update <ul style="list-style-type: none"> New First Minister and Cabinet posts MAC Review of Graduate Visa Route SFC Outcomes Framework and Assurance Model 3. Lord Kelvin Bicentenary 4. League Tables and Awards 5. SMG appointments 6. Key activities 7. Senior Management Group business 	<p>SFC faced a very challenging funding settlement following Scottish Government budget. Overall teaching funding reduced by £28.5m for the sector. R&I funding increased by £12.6m. The paper provides details of sector picture and UofG funding.</p> <p>Rt Hon John Swinney MSP sworn in as First Minister on 8 May 2024</p> <p>Outcome of the Migration Advisory Committee's rapid review of the Graduate Visa route, commissioned by the Home Secretary - the review found no significant abuse of the graduate route and recommends its retention.</p> <p>SFC changes to regulation of higher education providers - new arrangements replace Outcome Agreement process from 2024/25</p> <p>Programme of activities to highlight and celebrate 200th anniversary of Lord Kelvin's birth</p> <p>THE Impact Rankings - 12th in the world; QS World University Rankings - 78th; Complete University Guide - 29th; Herald HE awards</p> <p>Update on recruitment process for VP/Head of College and Science and Engineering; Professor Iain McInnes to be reappointed as VP/Head of College of MVLS for a second term</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		



Court - Tuesday 18 June 2024 Principal's Report

Items A: For Discussion

1. SFC Grants 2024/25

The SFC has now published its final funding announcement for Academic Year 2024/25. I previously updated Court that there would be a £28.5m reduction in Higher Education resource funding for 2024/25, which would be implemented in part via a reduction of approx. 1200 Home student places across the sector which were provided as part of temporary budget uplifts linked to Covid SQA outcomes.

Sector-Wide Funding

SFC's key funding points in this funding announcement are:

- SFC has faced a very challenging funding settlement following the Scottish Government's 2024/25 budget announcements.
- **Overall teaching related funding** for AY 2024-25 has reduced by £28.5m (-3.8%), in line with the reduction in the Scottish Government's budget for FY 2024/25.
 - Funding for Upskilling has been removed for 24/25 (-£7m). This will impact Glasgow, as we had introduced a range of upskilling courses in response to SFC making this a priority – in essence it means that while the courses will run, there will be no funded places for them.
 - The compensation for expensive strategically important subjects ("rUK top-up") has been cut by £6.2m from AY 23/24.
- **Core research and innovation funding** has increased by £12.6m (4.2%) to £317.2m.
 - This uplift has been used to increase all three main R&I funding streams - the newly named Knowledge Exchange and Innovation Fund (KEIF), the Research Excellence Grant (REG) and Research Postgraduate Grant (RPG).
- **Capital maintenance funding** has increased to £5m, up £1.2m (23%) compared to 2023/24, though this is still significantly down on funding provided to the sector in 2022/23 (£16.8m).
- **Higher Education Research Capital (HERC)** funding provided by the UK Department of Science, Innovation and Technology has been confirmed at £18.8m for FY 24/25. This will be matched by SFC, providing a total research capital grant allocation of £37.6m for the sector.
- **The Main Teaching Grant** for AY 2024/25 has been set at £681.9m, a reduction of £17.6m (-2.5%) when compared to AY 2023/24.
 - SFC have removed the 1,289 FTE Covid/SQA places from the system that were introduced in 2020/21. These places have been removed from institutions which

under-utilised their allocated places in 2023/24 (Glasgow is not affected and we will retain these places).

- The reduction in places alongside the removal of Upskilling funding and rUK top-up has allowed SFC to maintain the unit of resource at 2023/24 levels.

University of Glasgow Funding

Table 1 below shows the allocations to UofG under the main Teaching and Research and Innovation Grants:

Table 1: Overview of Glasgow's SFC Funding Settlement AY 24/25

	£k Final 23/24	£k Indicative 24/25	£k Final 24/25	Variance to Indicative	YoY Change (Final 23/24 – Final 24/25)
Main Teaching Grant	92,445	91,191	91,066	-0.1%	-1.5%
Research Excellence Grant*	50,971	52,364	52,364	-	+2.7%
KE & Innovation Fund	2,606	3,000	3,000	-	+15.1%
Research Postgraduate Grant	8,599	8,832	8,832	-	+2.7%
Grants for Innovation, Teaching and Research	154,621	155,387	155,262	-0.1%	+0.4%

* Total of REG(a), REG(b) and REG(c) grant funding

Teaching Grant Funding

Our Main Teaching Grant has **reduced by -1.5% (-£1,379k)** compared to 23/24.

Research and Innovation Funding

Excluding one-off consequential funding received in 2023/24, our research and innovation funding has increased by 3.2% (£2,020k). This is due to steady increases across all three core grants.

- Our overall REG funding has increased by +2.7% (+£1,393k) when compared to the REG allocation we received in 2023/24.
- Our Research Postgraduate Grant (RPG) has increased slightly to £8,832k (+£233k, +2.7%).
- Our UIF funding (now renamed the Knowledge Exchange and Innovation Fund) has increased from £2,606k to £3,000k (+15.1%).

2. Higher Education Developments and Political Update

New First Minister

John Swinney MSP was sworn in as Scotland's new First Minister on 8 May 2024. Court will be aware he previously held the post of Deputy First Minister in Nicola Sturgeon's Government, as well as several Cabinet positions (including Education and Finance). John Swinney held a mini-reshuffle of his Cabinet, making former Finance Secretary Kate Forbes MSP his Deputy First Minister and Cabinet Secretary for Economy and Gaelic. He appointed former Innovation Minister Ivan McKee as Minister for Public Finance and refreshed the titles of the 10 other members of his Cabinet and their supporting Ministers. The ministers handling the Education and Higher Education briefs and other portfolios of relevance to the University have not changed. I have written to the First Minister and new ministers to congratulate them on their new roles and to invite them to engage with the University in the coming months.

Migration Advisory Committee Review of Graduate Visa Route

On 14 May, the Migration Advisory Committee (MAC) published its review of the Graduate Visa Route and recommended the retention of the route. The review concluded that the Graduate route has broadly achieved the government's objectives and recommends that the route remains in place in its current form. The review found no evidence of significant abuse of the Graduate route, but the report notes concerns about the use of recruitment agents and suggests that the government may wish to consider further measures, including a requirement for universities to publish information on their use of agents.

The UK Government response was quickly overtaken by the announcement of the General Election, and it remains to be seen what requirements the next administration will place on Universities.

SFC Changes to Regulation – Outcomes Framework and Assurance Model

Court will recall previous updates on the review of coherence and sustainability of the sector, initiated in 2021. As part of this, the Scottish Funding Council will monitor and regulate HEIs via a new [Outcomes Framework and Assurance Model](#) from 2024/25. Replacing the old Outcomes Agreement approach, the new plans will remove the detailed annual negotiation of specific actions and targets, and replace them with a retrospective examination of outputs against a national framework – commentators have noted this has some similarities to the conditions of registration in other parts of the UK.

SFC has set out expectations of what a “well-performing” institution will look like, with monitoring against HEIs' own plans to address these expectations, using a combination of existing data (including the forthcoming new arrangements for quality assurance), provider commentary, and thematic reviews. In addition, there will be a range of regulatory and funding actions, including adjustments to funding, investigations, specific conditions of grants, and action plan requirements to address areas of concern. I will update Court further at the meeting.

Items B: For Information

3. Lord Kelvin Bicentenary

26 June 2024 is the 200th anniversary of the birth of William Thompson, Lord Kelvin, who held the Chair of Natural Philosophy at Glasgow for 53 years. The University is marking the bicentenary and celebrating his life and legacy with a varied programme of academic and public engagement events and exhibitions. Given Lord Kelvin's wide range of interests, including his focus on knowledge exchange, entrepreneurship and collaboration with business, the occasion has also provided a useful opportunity to profile the University's innovation strategy and priorities, using the strapline 'invention, innovation and inspiration'. Alongside the events and exhibitions, there is also a significant communications and media campaign, including major features in The Herald, highlighting a number of UofG spinouts as well as research and innovation in areas such as Engineering, Physics and Mathematics.

4. League Tables and Awards

Times Higher Education Impact Rankings 2024

The University has achieved an extremely positive performance in the THE Impact Rankings 2024, published on 12 June. This is the third time Glasgow has entered this league table and we have been placed 12th in the world (3rd in the UK and first in Scotland). This is an increase of one place on last year in an increasingly competitive and larger field. **1963 institutions** submitted to the 2024 Rankings compared with **1591 institutions** in 2023.

These rankings demonstrate the difference a university is making in the world by working towards the United Nations' Sustainable Development Goals, and aim to highlight work by universities in their communities and feature institutional activities and efforts not covered in other rankings. To have improved our placing in this context is a great achievement and demonstrates the breadth of our impact.

Other key points:

- We have ranked in the **Global Top 50** for nine SDGs, and in the top 25 for six – covering social, environmental, and economic impact that represents the scale and depth of our work at the University.
- Our rank in **SDG10: Reduced Inequalities** has improved by 23 places from =33 in 2023 to 10th in 2024; **SDG1: No Poverty** has improved by 72 places from 94th in 2023 to 22nd in 2024. These are now among our top performing SDGs which is particularly positive as they align closely with our values.
- **SDG15: Life on Land** has been another big improvement, from 46th in 2023 up to 12th in 2024 and one of our best performing SDGs.
- Our rank in **SDG11: Sustainable Cities and Communities** has slipped from 2nd in 2023 to 9th in 2024 but is still our best performing SDG.

This is an excellent result, and colleagues in External Relations continue to maximise opportunities to showcase the University activity which secured this achievement. Once again, I would like to

thank the teams of colleagues within Economic Development and Planning, Insights and Analytics responsible for the submission.

QS World University Rankings 2025

At the April meeting, I reported on the QS World Rankings by Subject, noting that the University has 23 subjects ranked in the top 100 in the world. The overall QS World Rankings 2025 were published on 4 June and the University has dropped two places to 78th in the world. We are placed 11th in the UK (up one place) and remain 2nd in Scotland. In the Russell Group we have improved our ranking position to 11th (up one place).

Although Glasgow dropped two places in the overall ranking, our rank increased in four of the nine indicators, while only decreasing in one of the three highest weighted metrics. Overtaking Leeds, we improved our ranking in both the UK and across Russell Group institutions.

Asian institutions continue to improve their rankings, pushing European and North American universities outside the top 200. For the first time since 2016, there are almost the same number of Asian institutions (47) as there are North American (49) in the top 200. The first placed University was MIT, followed by Imperial and Oxford.

Complete University Guide 2025

On 14 May the Complete University Guide 2025 was released. Glasgow is placed 29th in the UK rankings, a drop of 3 places compared to 2024. UofG remains 3rd in Scotland, behind St Andrews (4th in UK) and Edinburgh (15th in UK, also falling three places from 12th last year). The focus on the media release for Scotland firmly puts arts and humanities degrees in the spotlight, highlighting Glasgow as an institution with good graduate prospects for music students, as measured by performance in the Graduate Outcomes survey.

Other key points:

- Cambridge remains 1st in the UK.
- Seven Russell Group institutions and six Scottish institutions have decreased in rank.
- Glasgow fell two places in the Russell Group to 22nd.
- UofG leads the table in Food Science for the fourth year, with a further 19 of our subject areas in the Top 10 for their respective tables.
- Although Research Quality, Entry Tariff and Career Outcomes scores have increased since 2022, Career on Track, Student-staff Ratio (SSR), Facilities Spend, Academic Spend, Student Satisfaction and Research Intensity have decreased.
- In the highest weighted indicator, Student Satisfaction, our ranking decreased from 58th to 79th since 2022. This metric is derived from the 2023 National Student Survey, which is also used by the Times/Sunday Times and the Guardian league tables for their respective indicators measuring student satisfaction.

The Herald Higher Education Awards

The University was successful in two award categories:

- Equality, Diversity and Inclusion Award – University of Glasgow James McCune Smith Scholarship and Development Programme (as Court will be aware, this programme is targeted towards Black UK domiciled PhD students)
- Enhancing Student Learning Award – University of Glasgow – Enhanced Learning for All: Student Learning Development.

5. Senior Management Group Appointments

Interviews were 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. I will update Court on the process at the meeting.

As notified to Court at the last meeting, Professor Iain McInnes' term of office as Vice Principal/Head of College of MVLS is due to end later this year. Following consultation with SMG and MVLS College Management Group colleagues regarding his reappointment, he will be reappointed to a second term and the details will be confirmed in the coming weeks. I will update Court further at the meeting.

6. Key activities

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

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

Academic Development and Strategy

- 3 May: Met with the VP/Head of College of Arts and Humanities and the Head of School of Modern Languages and Cultures regarding a proposal on Languages and Internationalisation in Scotland
- 7/8 May: SMG Strategy Away Day
- 30 May: Visit to the School of Physics and Astronomy, to meet with staff and learn more about current research priorities
- 6 June: Senate

Internationalisation Activities

- 18 April: Welcomed delegates to UofG International Stakeholder Summit, organised by External Relations colleagues. Hosted senior international delegates for a dinner.
- 19 April: Hosted the EU Ambassador on campus
- 20-29 April: Visit to Singapore, Hong Kong, Guangzhou, Shanghai and Beijing. This included hosting major donors in Singapore and Hong Kong, representing UofG at the U21 Presidential Symposium, and meeting with agents and offer holders and their families in China.

- 3 May: Meeting with senior colleagues from Göttingen University
- 3 May: Hosted the Lower Saxony State Minister for Science and Culture and a delegation from Universities in Lower Saxony to discuss collaborations with Scottish HEIs
- 13 May: Meeting with the Principal of Presov University, Slovakia
- 15 May: Meeting with European Commission Deputy Director General of Environment, Patrick Child. I and senior colleagues met with the Deputy DG to brief him on research & innovation on clean energy and climate action
- 20-24 May: University Grants Committee, Hong Kong, including a meeting with the Hong Kong Chief Executive.

Lobbying/Policy Influencing and Promoting the University

- 19 April: With the University Secretary, I met with the Union of Jewish Students.
- 1 May: Regular catch up meeting with Director of the Scotland Office
- 14 May: Glasgow Chamber of Commerce – Congress of Business. I addressed an audience of local businesses and representatives from other sectors on Innovation and Net Zero.
- 15 May: I hosted a roundtable on campus relating to the Scotland Office Local Economic Growth Review – including a range of participants from local government in Glasgow City Region
- 17 May: Attended a speech given by the First Minister, John Swinney, on Scotland's economy
- 29 May: Hosted Cabinet Secretary for Health and Social Care, Neil Gray on a visit to the University, with an opportunity to brief the Cabinet Secretary on the Glasgow Riverside Innovation District
- 29 May: Met with Professor Bart Van Ark, Managing Director of the Productivity Commission
- 29 May: Chaired a Royal Society Edinburgh (RSE) Event entitled Productivity and the Scottish Economy
- 3 June: I recorded an episode of the Spotlight Podcast with Associate Director of the UofG Centre for Public Policy, Kezia Dugdale – the topic was the economy and likely direction of travel under a new UK government
- 5 June: Hosted the CEO and one of the Trustees of the Royal Anniversary Trust, who visited Glasgow to learn more about the work of the Centre for Robert Burns Studies (following the Queen's Anniversary Prize win)
- 6 June: Interview with High School of Glasgow Junior School pupils for their project work
- 7 June: Meeting with other VCs and UCEA regarding the current pay negotiations and pension matters.

Media engagement

- 5 June: BBC Radio Scotland interview regarding UK tax policy and productivity growth.

Internal activities and Communications and Alumni events

- 18 April: With the DVC External Engagement, I met with representatives of the UofG Palestinian Society

- 18 April: Meeting with colleagues regarding ECAS (European Centre for Advanced Studies)
- 3 May: Government Relations Group meeting
- 15 May: Hosted celebrated economist Daron Acemoglu (MIT). Prof Acemoglu received an honorary doctorate and gave a talk as part of the Adam Smith Business School Distinguished Speaker series
- 16 May: Gave some remarks at an event held to mark the 25th anniversary of the School of Education.

Communications/Alumni events

- 18 April: Hosted a lunch for the 1451 Society – alumni and friends who have pledged a bequest to UofG.
- 13 May: University of Glasgow Trust Meeting
- 13 May: Recorded World Changing Glasgow Conversation with DVC External Engagement, reflecting on my decision to retire and my time as Principal. This was aimed at an internal University audience.
- 14 May: I hosted a drinks reception celebrating staff contribution over the past ten years to the World Changing Giving philanthropic campaign.
- 27/28 May: Hosted Dr Kevin Rudd, Ambassador to the USA and 26th Prime Minister of Australia. Dr Rudd was awarded an honorary Doctor of Letters and delivered a talk entitled The Impact of US-China Relations on Global Geo-Politics, Geo-Economics and Climate Change
- 5 June: I hosted Dr Kiran Mazumdar-Shaw on a further visit to the University.

7. Senior Management Group business

In addition to standing and regular items, including Strategic Risk Review, Management Accounts and People & OD Data Analytics, the following issues were discussed:

SMG Meeting of 22 April

- SFC Indicative Funding Allocations 2024/25
- Appointment of Principal & Vice-Chancellor (update from Secretary of Court)
- National Student Survey (NSS) update

SMG Meeting of 29 April

- GAAFF Student Coalition Request Considerations
- Glasgow Green update
- UG and PGT Admissions update
- Strategic Recommendations for Fee Setting and Scholarships
- Support for Palestinian Academic Communities
- SFC Proposals: Accountability and Quality
- Erasmus Mundus award for UofG

SMG Meeting of 14 May

- Appointment of Principal & Vice-Chancellor (Update from Convenor-elect)
- Israel-Gaza War and impact on UK Universities
- Philanthropic Campaign Closure and Transition
- Strategic Planning and Budgeting Round – Final Budget Sign-off
- Business Case – Enterprise Integration Platform
- MAC Review of the Graduate Visa Route

SMG Meeting of 28 May

- HESA Data Futures
- UofG Data and Analytics Framework
- Ethical Research
- Graduates Who Teach: Updated Recommendations & Policy Guidance
- Budget 2024/25 and Long-term Cash Forecast
- SMG Engagement with UofG Community
- REF Consultation on Open Access
- Technician Commitment Award

SMG Meeting of 11 June

- SFC Final Funding Allocations 2024/25
- Strategy Mid-term Review and KPI update
- Ethical Research
- Government Relations update – General Election
- Digital Assessment Platforms
- Support for Palestinian Academic Communities

Court Context Card 18 June 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 April 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 Glasgow Green - The University of Glasgow's Climate Change Strategy and Action Plan

Professor Jamie Toney Co-Chair of the Sustainability Working Group and Director of the Centre for Sustainable Solutions and Roddy Yarr, Director of Sustainability, will be in attendance to present the annual update to Court which is attached as **Annex 1**.

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**

A3 Principal and VC Search

Court is asked to note the update on the VC Search. Further details will be provided at the meeting.

Key points from Section B**B2 Organisational Change Governance Committee**

The annual report from the Organisational Change Governance Committee can be found in Annex 3. The report also includes the remit of the Committee. **Courts approval for the remit is sought.**

B3 Court Strategy Day 2024

The Strategy Day is scheduled for Tuesday 24 September and the programme for the day is currently being drafted. Suggested topics are included in the report and Court members are invited to review these.

B6 Honorary Fellowship

Annex 5 contains a nomination form for the award of an Honorary Fellowship to Klaus Mayer. **Court's approval of this nomination is sought.**

B7 Goudie Endowment Fund

Annex 6 contains information proposed changes to the Goudie Endowment. **Court's approval is sought.**

B8 Draft Resolution Endowment Changes

A draft resolution for the approval of a restricted funds reorganisation is attached as **Annex 7**. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in September for final approval. **Courts approval is sought for the resolution to move to public consultation.**

Topics to be discussed

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

Action from Court

to review and approve Annex 2 which outlines the updated Standing Orders
to review and approve Annex 3 - OCGC Remit
to approve the Honorary Fellowship
to approve the proposed changes to the Goudie Endowment
to approve endowment resolution to move to public consultation

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	
<i>% of</i>	
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 – Tuesday 18 June 2024

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 *Glasgow Green – The University of Glasgow’s Climate Change Strategy and Action Plan*

Professor Jamie Toney Co-Chair of the Sustainability Working Group and Director of the Centre for Sustainable Solutions and Roddy Yarr, Director of Sustainability, will be in attendance to present the annual update to Court which is attached as **Annex 1**.

A.2 *Standing Orders*

Following discussion at the last the Court meeting, the Standing Orders have been revised and an updated version is attached as **Annex 2**.

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

A.3 *Principal and VC Search*

Following the announcement that Professor Sir Anton Muscatelli would be retiring in 2025, recruitment consultants Saxton Bampfylde are supporting the University with the appointment of the next Principal and Vice Chancellor. A number of town hall sessions have taken place along with an online survey. The roles was advertised and applications closed on 7 June 2024. An update on the number of applications received will be provided at the meeting.

The Search Committee will meet on the 20 June to review the applications with a view to creating a long list of candidates for Saxton Bampfylde to meet with. The Search Committee will then meet with Saxton Bampfylde to discuss the findings before shortlisting candidates.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *Court Effectiveness Review – Autumn 2023 Progress*

Over the coming months the Court office will work with the Court Governance Review (CGR) working group to oversee implementation of the recommendations and action plan.

B.2 *Organisational Change Governance Committee*

The annual report from the Organisational Change Governance Committee can be found in **Annex 3**. The report also includes the remit of the Committee.

Courts approval for the remit is sought.

B.3 Court Strategy Day 2024

The Strategy Day is scheduled for Tuesday 24 September and the programme for the day is currently being drafted. Topics suggested include:

- Principal – lessons from last 15 years. To give us some insights as to how he sees future evolution of universities and lessons from the last 15 years. The presentation will also note an overview of the sector and pressures we face.
- Researcher's views – what is needed to maintain and improve our current position? If there is a breakthrough in a key area are we in a position to make the most of it? Are there any gaps/blindspots in the research area?
- A student led topic – led by the SRC
- Rankings – why they matter; what our rankings position is (both globally but v RG peers in the same universe); challenge in meeting them and what the trade offs might be in 'managing' them v other activities.
- Metrics of Glasgow versus other RG universities and the lessons from them (and opportunities etc).
- Residences and the choices between owning, nominating and free market and the implications of each
- Future look at the importance of campus versus remote or hybrid study

If Court members have any further suggestions, please email the Clerk of Court.

B.4 Head of School

College of Medical, Veterinary and Life Sciences

Head of the School for Health and Wellbeing

Professor Frances Mair has been appointed as the Head of the School for four years from 1 August 2024 for 4 years.

B.5 Summary of Convener's Business

A summary of activities undertaken by the Convener since the last meeting is provided to Court members. The details are at **Annex 4**.

B.6 Honorary Fellowship

Annex 5 contains a nomination form for the award of an Honorary Fellowship to Klaus Mayer.

Court's approval of this nomination is sought.

B.7 Goudie Endowment Fund

The Goudie endowment fund was created by Professor William Goudie, who was James Watt Professor of Theory and Practice of Heat Engines between 1921 and 1938, through a bequest to the University Court in 1945. The purposes for which the fund was established do not align with modern academic and teaching practice or research interests and, as a result, the revenue of the fund has not been fully utilised.

It is therefore proposed to seek permission to make change to the conditions under which the Fund revenue may be spent to allow more general support to the programme of research of the Chair holder. Further details can be found in **Annex 6**. The James Watt School of Engineering are supportive of the proposed changes.

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

B.8 *Endowment Changes*

A draft resolution for the approval of a restricted funds reorganisation is attached as **Annex 7**. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in September for final approval.

Courts approval is sought for the resolution to move to public consultation.



University
of Glasgow

GLASGOW
RIVERSIDE
INNOVATION
DISTRICT

University Court Sustainability Update

Dr Roddy Yarr, Director of Sustainability

June 2024

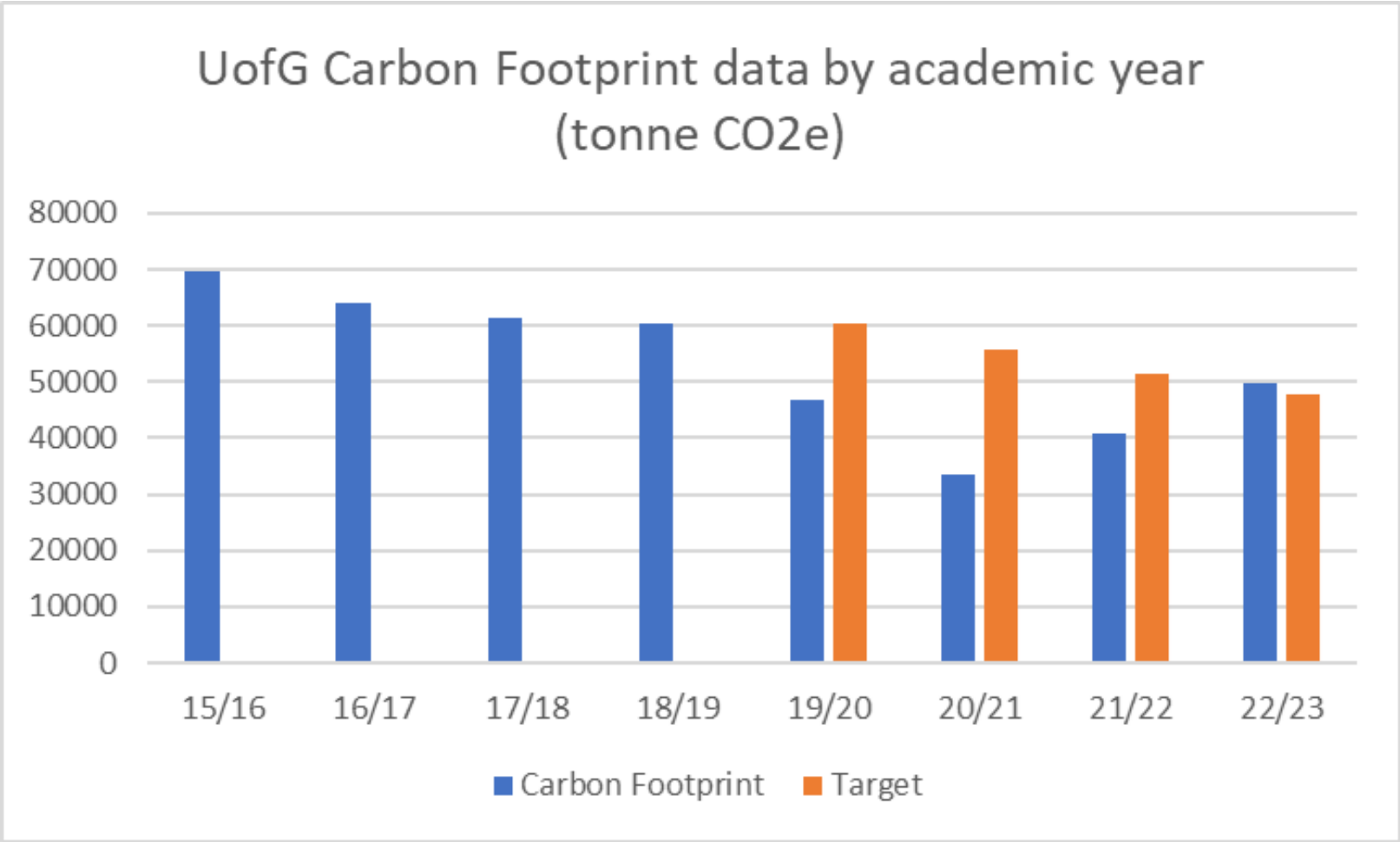
WORLD
CHANGING
GLASGOW



Contents

- Current Net Zero Performance
- Governance
- Strategy
 - CNE Approach
 - Net Zero Pathway Examples
- Risk
 - Sustainability Risk Review (Risk SMG 018)
- Metrics and Reporting

Updated Emissions Footprint 22/23



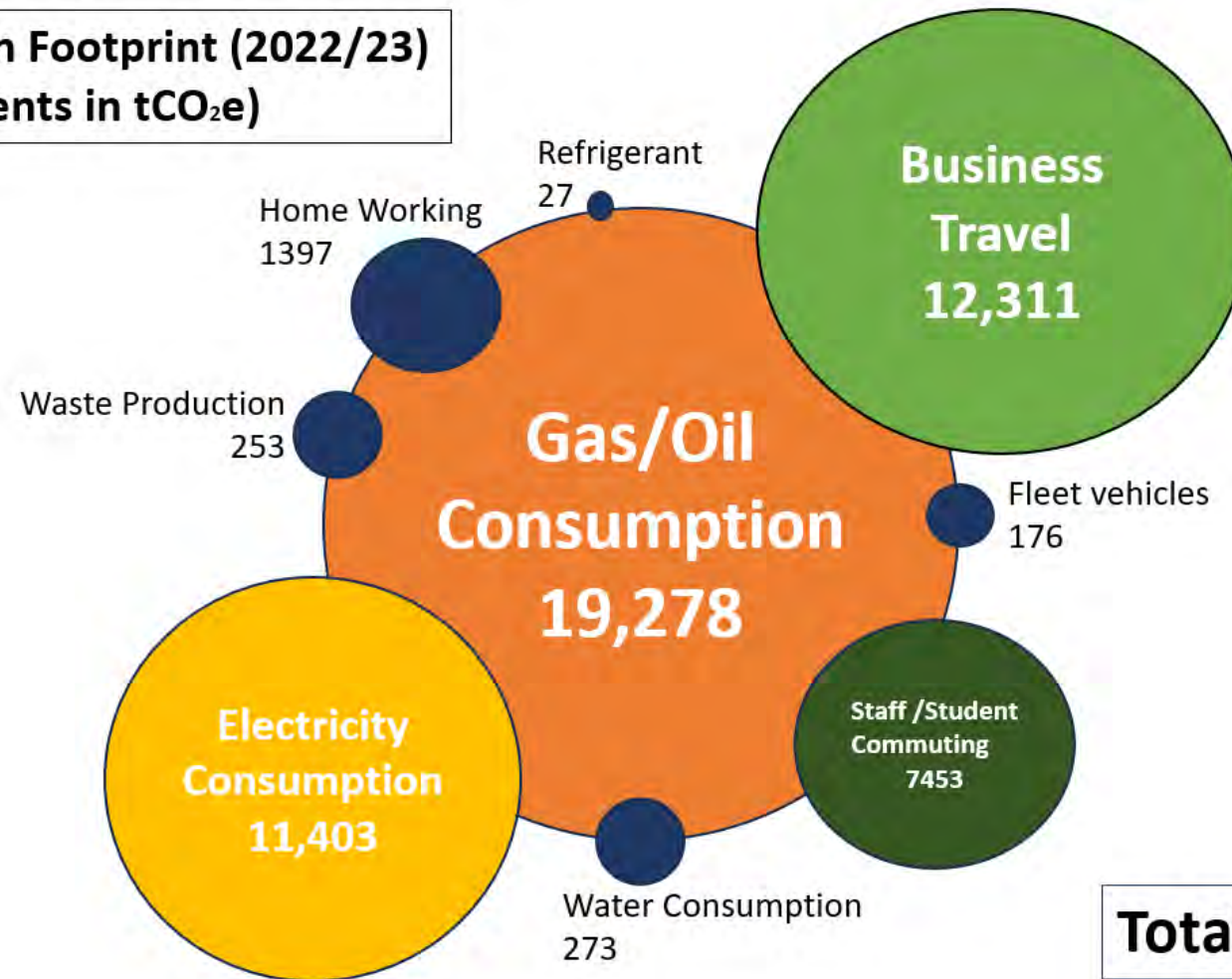
Emissions Footprint (2022/23) including data for assets not previously accounted for

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

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.



Total 52,571 tCO₂e

Scopes 1, 2, 3

Note- student travel and supply chain emissions not included



Governance – Integration of Sustainability Aspects

- Sustainability Working Group
 - Policies and Initiatives presented
 - TORs updated (KPMG Internal Audit)
 - Risk Review undertaken
 - Business Travel Review
- Capital Projects Steering Group
 - Sustainability projects form reviewed and linked to Investment Case
- Carbon Reduction Delivery Board
- Sustainability Board
- Estates Committee
- SMG
- Court

Governance – External Collaboration



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



STRATEGY - 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 affordable, clean energy
vectors locally and regionally, enabling a
place-based response.

Large scale clean and affordable energy
and climate adaptation solutions

£ *****

Climate Neutral Estate - Sustainability Opportunities

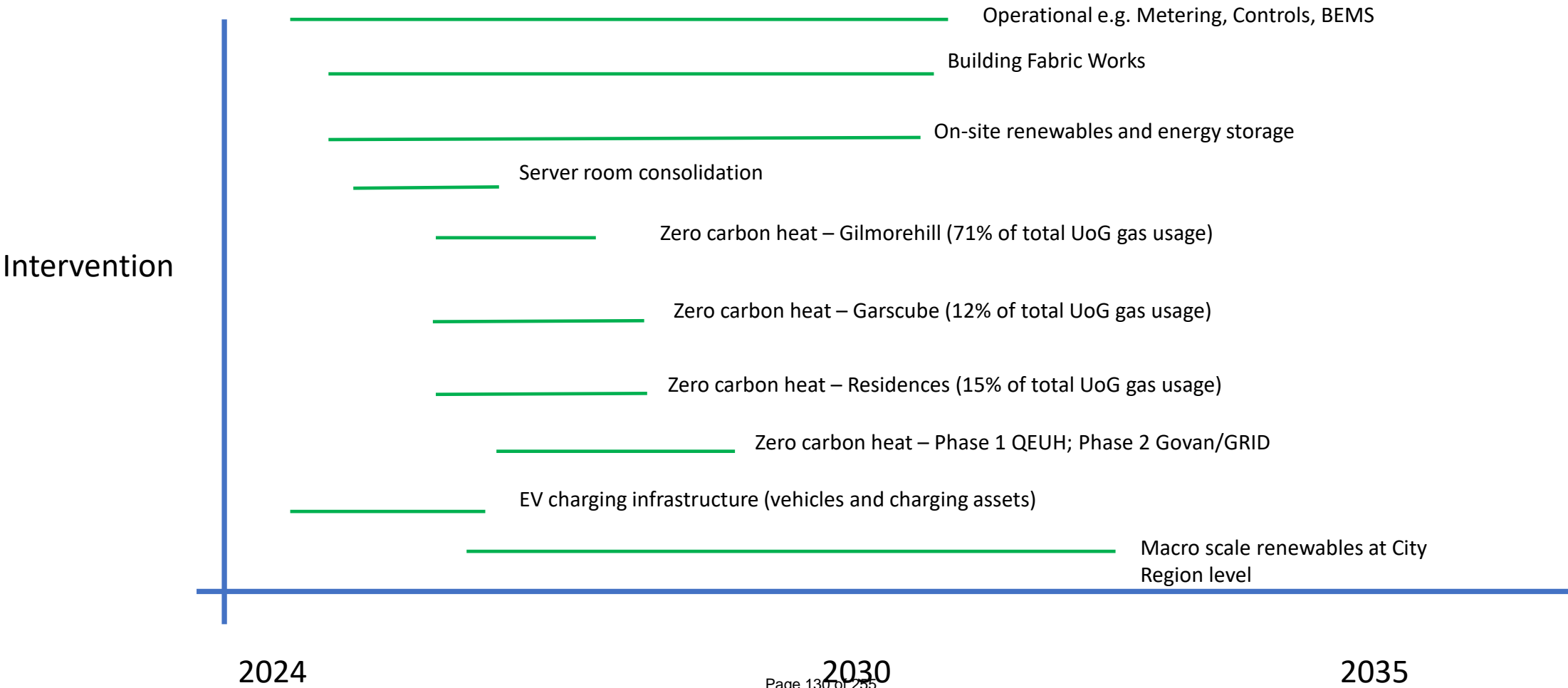
- a. Align with policy and regulation changes
- b. Reduce demand – the energy waste hierarchy
- c. Reviewing our assets and understanding their potential – built environment and natural resources
- d. Capture waste heat – our sewerage system and STWs, data centres, industrial waste energy e.g. EFW
- e. Renewable energy generation as an income stream
- f. Collaborations and partnerships
- g. Land use and built environment assets optimised



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), June 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



Example - Waste Heat from Sewers and STWs



- 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

Example 6 - PARTICK Pumping Station Circular Heat

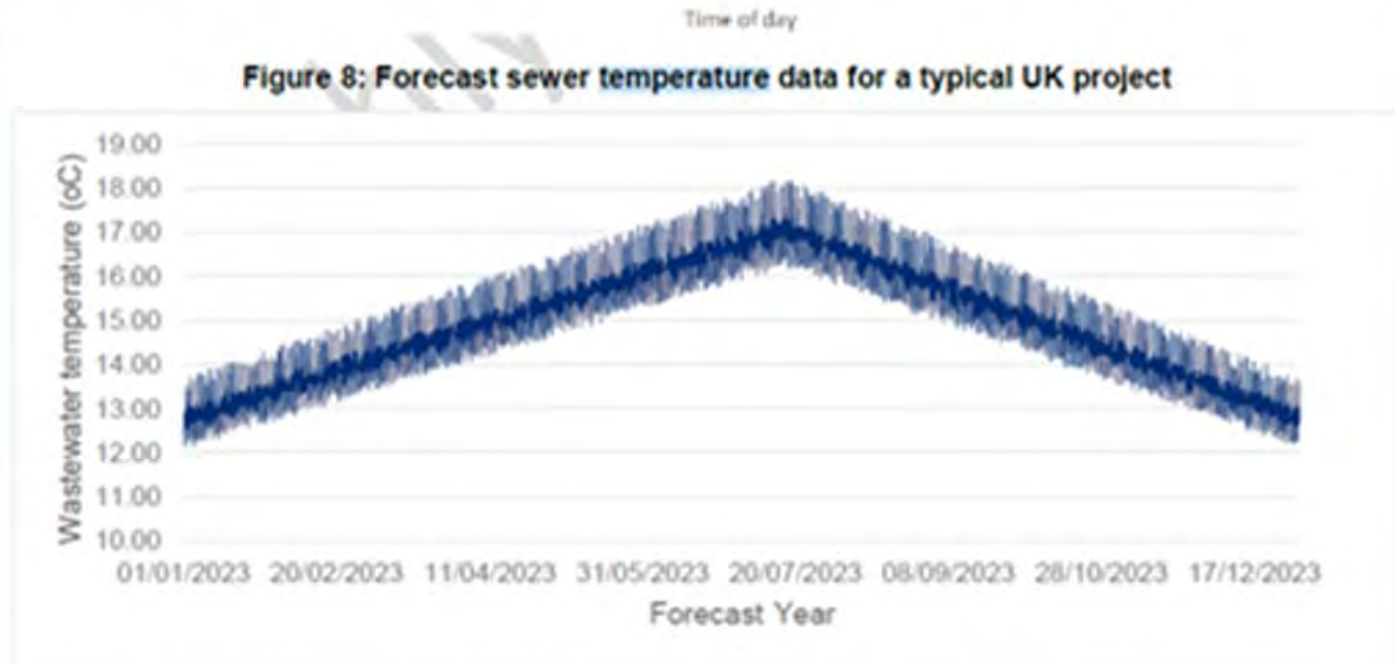


Figure 9: Partick pumping station forecast wastewater temperature profile.

The data indicates that the expected temperature will vary between 12 – 18°C.

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

A multi-vector energy system matching demand with local supply, serving a 200Ha area. Reducing operating cost risk by local generation.

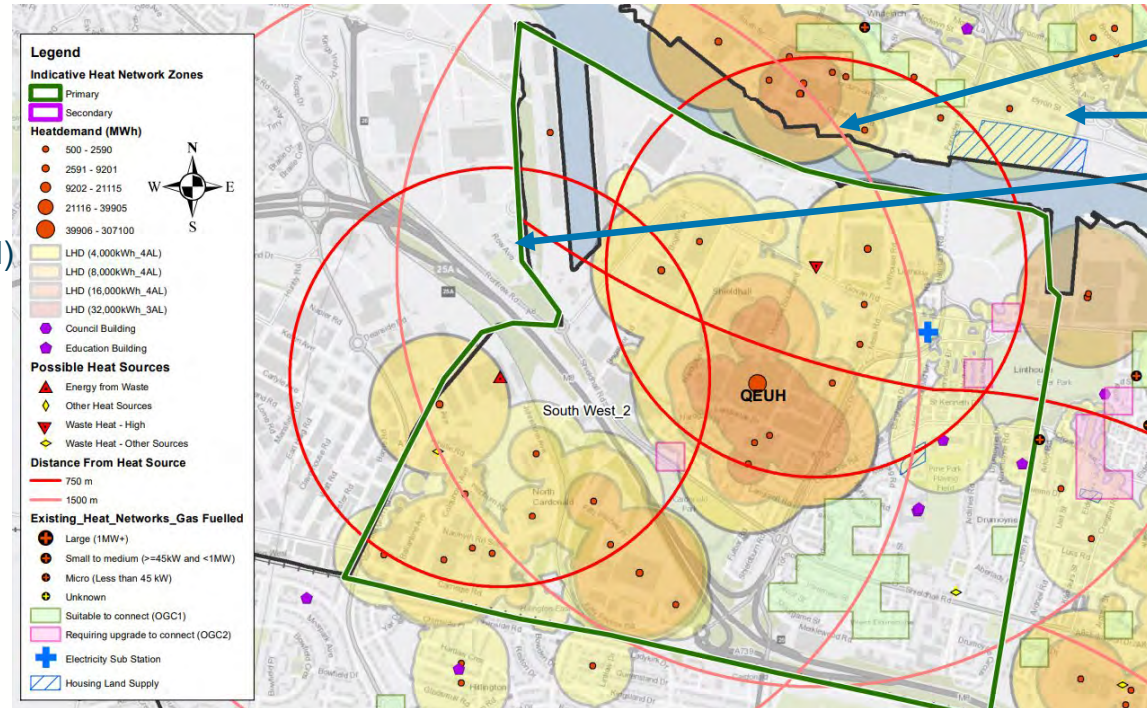
Strong Demand for Energy

Phase 1

- NHS (Queen Elizabeth University Hospital, QEUH) at Phase 1
- University of Glasgow buildings at the QEUH Phase 1

Phase 2 (scaling up)

- 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



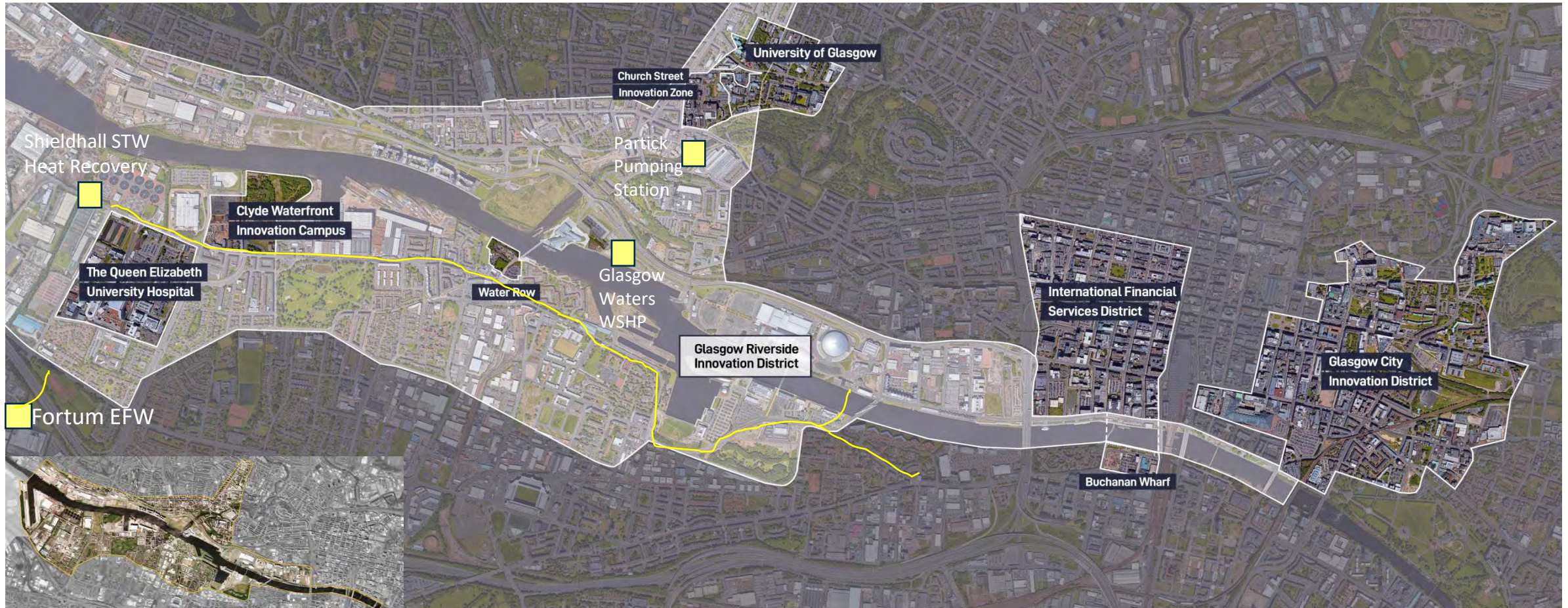
Strong Supply of Clean Heat and Power

- Shieldhall STW multi MW circular heat
- River Clyde WSHPs multi MW
- Energy from Waste multi MW
- Solar PV (rooftop capacity and Vacant and Derelict Land)
- Access to heat and power locally e.g. Fortum Plant. Adds resilience.
- Dockside wind energy at George V
- Potential for hydrogen deployment as a transitional fuel for CHP engines, sourced regionally. Clyde Hydrogen.

£500M to £1BN green infrastructure investment potential over several phases



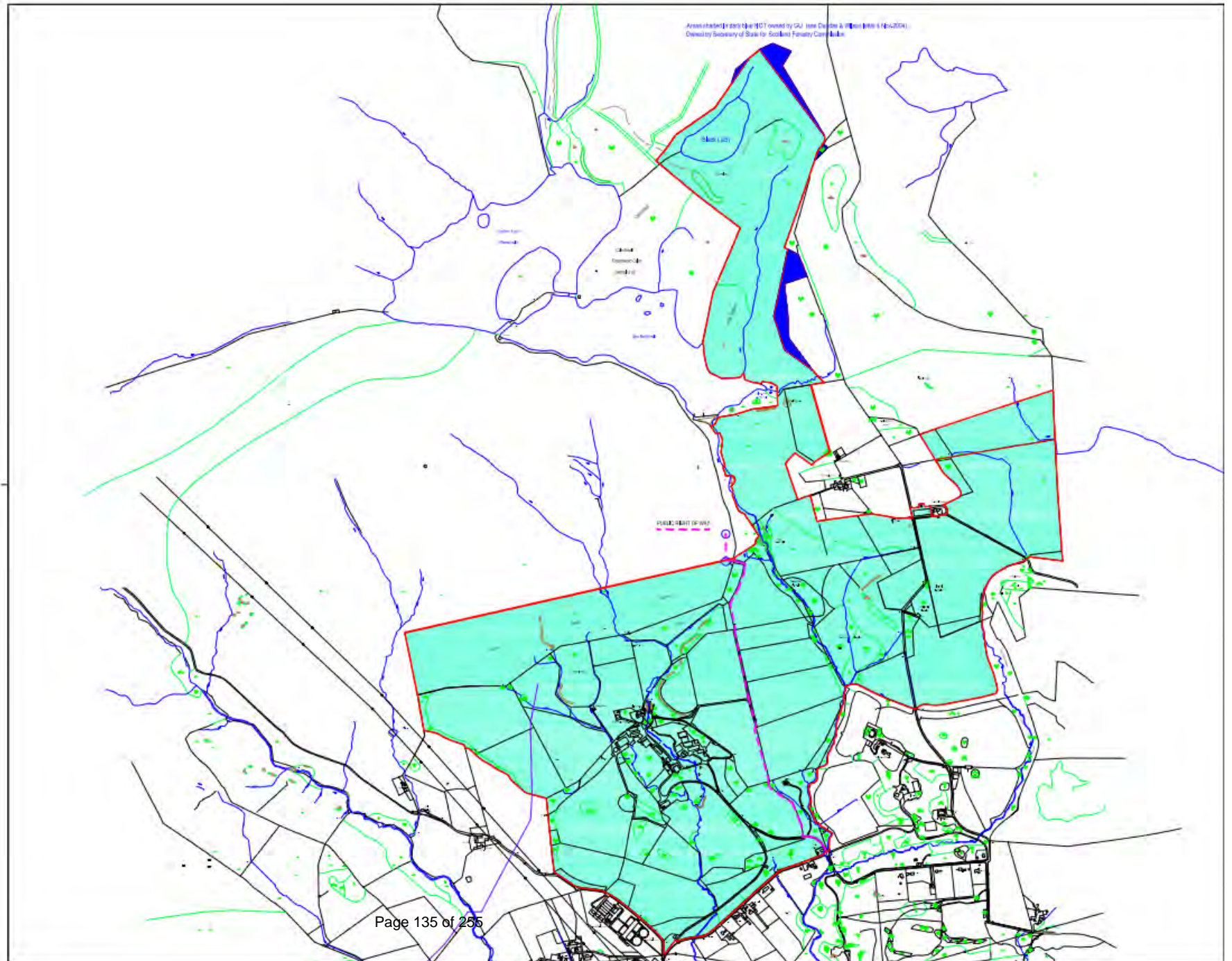
Heat and Power opportunity – Glasgow Riverside Innovation District (GRID)



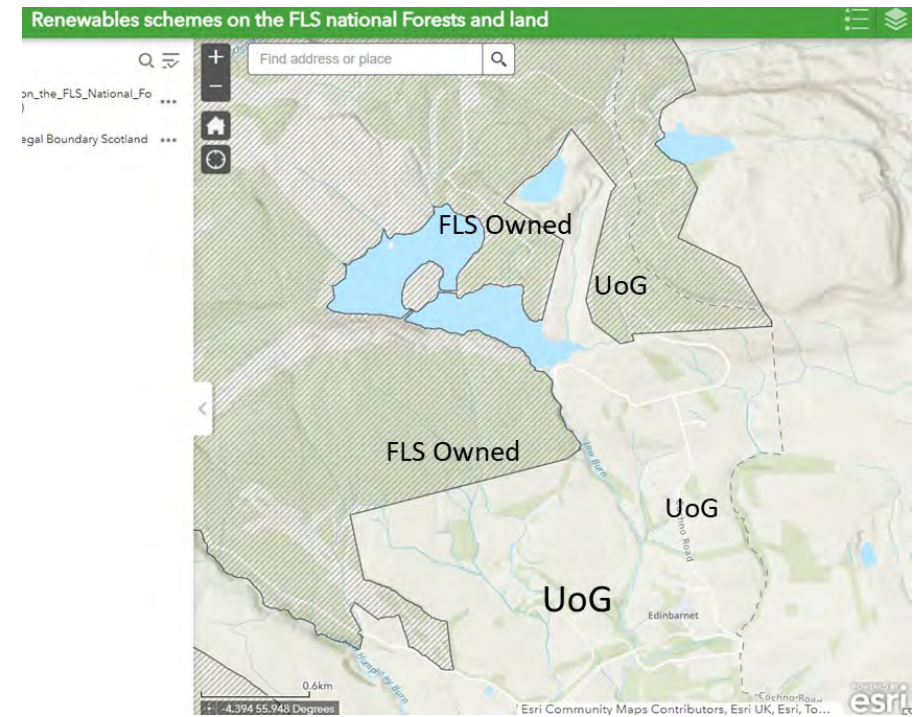
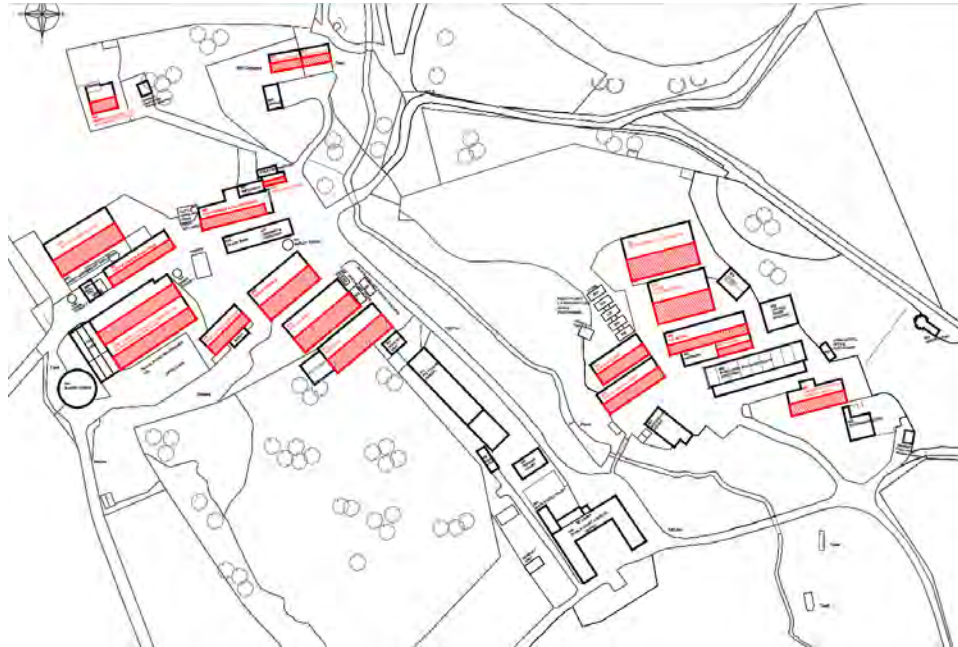


Cochno Facts (physical and built environment)

- 850 acres
- south facing land
- 3,490m² roof area south facing
- average annual wind speed 7.2m/s
- Two main core paths
- Large reservoir resources adjacent
- Two watercourses on site
- Adjacent to large population (SIMD)
- Several B Listed assets
- Significant building fabric issues

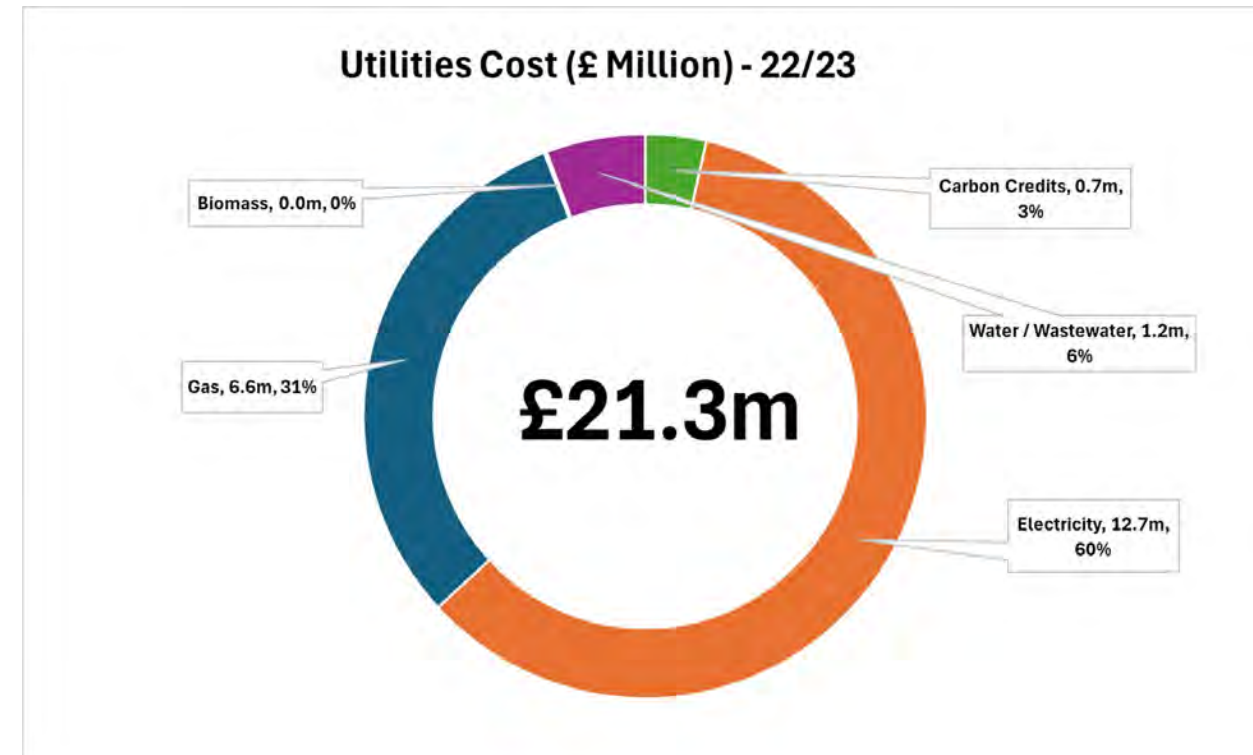


Cochno - Renewable Power Feasibility



Sustainability Risk Review

- 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 – cost per tonne of carbon
- e. New legislation (Heat in Buildings; Heat Network Act; EPC requirements)
- f. Reputational
- g. Infrastructure
 - power grid;
 - public transport and active travel;
 - drainage and climate resilient infrastructure



Metrics, Targets and Reporting

- Public Bodies Reporting Duties – ongoing reporting and peer review
- UKRI Concordat – reporting required
- Times Higher UN SDG Index
- Cost per tonne of CO2e
- Offsetting cost
- Others e.g. Task Force on Climate-Related Financial Disclosures



Governance	Board-level knowledge and training
	Board oversight on climate change
	Management oversight on climate change
Strategy	Identification of material risks and opportunities
	Disclosure of impacts on and by the business
	Business resilience to climate-related risks and opportunities
Risk Management	Risk identification, assessment and management
	Engagement with stakeholders
	Integration with current risk process
Metrics and Targets	Disclosing climate-related metrics
	Setting climate-related targets and reporting on performance

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 ordinary 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 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 members vote in favour,** 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 10 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 5 years, alternating between light touch and extensive in scope, always with the assistance of an external facilitator, who shall be different on each occasion.
- 10 The Court shall review the remit and membership of all its Committees annually.
- 11 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 own defence by the Committee.
- 12 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 comply with the requirements of the Gender Representation on Public Boards (Scotland) Act 2018.
- 13 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.
- 14 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.
- 15 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 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.
- 16 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.
- 17 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.

- 18 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.
- 19 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.
- 20 Members of Court must abide by the terms of the Code of Conduct for Members of Court as set out in Appendix A.
- 21 A member of the governing body **elected to represent staff or 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 relevant electorate body or 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.
- 23 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.
- 24 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/>
- 25 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.

June 2024

Appendix A

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 Dignity at Work and Study Policy and Procedure;
- not act in a way which might reasonably be considered to harm the reputation of the University - *noting that this does not impede any right to make fair and justified comment, criticism or protest, including reasonable criticism of the University, nor does it impede the academic freedom of any relevant person (as defined in s.26 of the Further and Higher Education (Scotland) Act 2005, as the same may be amended or replaced from time to time).*
- ;
- 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.

Appendix B

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

Organisational Change Governance Committee

Report to Court – June 2024

Introduction

The Management of Organisational Change Policy provides a framework within which proposed changes with the potential to impact on staff are considered and approved, subject to appropriate consultation with the relevant parties. The policy provides a 'tiered' approach to organisational change related decision-making as follows:

Tier 1 – Fixed term contracts and open-ended contracts with a funding end date (including individuals, teams or groups).

Tier 2 – Core funding: a reduction in an individual post, team, group, programme, college support service or a subsection of a School or University Service. Significant restructuring exercises may also be considered within this level.

Tier 3 – The closure of an academic subject / discipline. Increasingly complex and larger scale change proposals beyond this level are treated in a similar fashion and automatically referred to Court for consideration.

Proposed changes falling within Tier 1 are managed at a local level while changes classified as Tier 3, which are of a strategic nature, explicitly require the approval of Court. Change proposals that fall within Tier 2 are considered on Court's behalf by the Organisational Change Governance Group (OCGC).

The remit of the Organisational Change Governance Committee is currently under review, with a view to having an updated Terms of Reference in place by the start of the Academic Year. OCGC comprises five members of Court and the current membership is: Laic Khalique, David Finlayson, Dan Haydon, Christine Middlemiss and Tara Brendle who replaced Kirsteen McCue in January 2024. The meetings are convened by the Chief Operating Officer and University Secretary. A Court Office staff member attends for note taking.

Once organisational change proposals have been approved, in principle, it is for the Executive to progress matters, taking all reasonable steps to minimise and mitigate the potential for redundancies and any other negative impact on individual(s). Proposals are of course subject to consultation with staff potentially affected by the change and the recognised trade unions. The OCGC may request an update prior to any final decision to implement. OCGC may also choose to refer a Tier 2 proposal to a full meeting of Court where it is considered to be strategically significant and/or contentious. Additionally, Court requires OCGC to provide an annual report to Court.

Proposals approved by the OCGC in the period from June 2023-June 2024

1 April 2024 (virtual meeting) – Transformation

This proposal looked at the change of structure for the Transformation service. There hadn't been a review of the structure since 2018. The team had evolved organically, and a restructure was needed to support new strategies and goals. The restructuring involved a mix

of line management and name title changed; 4 roles were removed from the structure, and 5 roles created. Support was provided for colleagues who were redeployed.

OCGC noted that the Transformation Team had faced a lot of instability, and restructuring felt like the right step, before continuing with new goals and strategy. The committee supported the proposal.

2 April 2024 (virtual meeting) – MVLS Finance

The proposal highlighted that the MVLS Finance staffing structure had to be repurposed to be able to support the College/University ambitions and operational requirements. The current structure was not fit for purpose. The proposed change would separate the team into 2 distinct functions and 2 roles would no longer exist but they had been supported in redeployment.

The committee supported the proposal

3 April 2024 (virtual meeting) – MVLS SPSHU

A paper was presented to OCGC regarding the current progress with the SPSHU Funding Transition Review for further guidance from the committee. The paper explained that there currently is an MRC-funded unit where the core funding had been removed and would end in April 2025. There was a transition period. Although they would receive other funding and grants, this would not make up for the loss. The College was looking to pre-empt this, by having an early review of staff to determine who should move on to general funding. Currently, SPSHU was at an early stage of the process, but this would eventually lead to redundancies. No decisions had been made about what the structure would be. PIR had included steps to identify any ED issues they felt were relevant. The proposal was currently in phase 1, which was moving staff on to open-ended general funds.

The group gave the proposition initial strategic sign-off, with the commitment to return to the committee with more information.

4 April 2024 (virtual meeting) – Student and Academic Services

The proposed change entailed a simplification of the leadership and management structure and proposes the deletion of the following roles: Director of Academic Policy and Governance and Director of Student Lifecycle Support and Development Team, with the Heads of Service (grade 9) reporting directly going forwards to the Director of Academic Services. It is noted that there had been confusion over job description for two of the Directors. This was leading to duplication of effort and some frustration amongst some of the Directors and Heads of Services. It was also a source of confusion for service users across campus.

The committee supported the proposal.

5 February 2024 (virtual meeting) – Court Office

The proposal looked at the restructuring of the Court Office. The proposal aimed to restructure without incurring significant additional expenses. This was due to 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 Court Committees. This could be achieved without redundancies, although the Grade 4 was on long-term sick leave and was unlikely to return to work. It was highlighted that there had been an increased workload from ASPA and the Home office. David Duncan was the establishment licence holder and Amber Higgins, Clerk of Court was the Home Office Liaison Contact; the demands placed on the University by the Home Office had grown considerably.

The Committee noted that this was a straightforward proposal, but concern was expressed over the colleague on long-term sick leave. It was confirmed that all procedures had been followed. OCGC agreed that the proposal would be approved once it was confirmed in writing that the Grade 4 on long-term sick leave and Trade Unions had been consulted.

6 June 2023 (virtual meeting) – Short Courses

OCGC noted the proposal regarding Phase 2 of the Organisational Change process in the former Short Courses area. The initial submission was presented to OCGG in November 2022 when it received permission to proceed with an organisational change in three phases. A commitment was made to return to OCGG to report on the completion of Phase 1 and share plans for the transition into Phase 2.

It was reported that Phase 1 ran from November 2022 – April 2023 (originally envisaged as Sept 2022-Jan 2023) and had progressed successfully with very little disruption. The necessity of inserting a second stage to Phase 1, external advertising of some roles, plus time lost with strike action, delayed implementation. However, this brought the advantage of the portfolio for Open Learning for 2023-24 being completed and put in place before commencing Phase 2, informing the number of teaching hours required and the fractional and part-time tutor posts needed. One redundancy was anticipated to result from this Phase if suitable alternative employment was not secured.

Phase 2 (originally envisaged as Jan 2023-April 2023) was now scheduled to run from June 2023 – September 2023, with a review of the contracts of the remaining tutors not captured in Phase 1. As was hoped from the outset, some tutors who would have been impacted in Phase 2 had secured roles in Phase 1, mainly through the Access programme. Phase 2 would not involve as many tutors. However, with a headcount of 16 employees on zero hours contracts and 25 casual workers (and expected roles totalling 18), the risk of redundancy for some would be greater due to the course portfolio being reduced to cease offering courses that did not have demand. It was anticipated that some Tutor (Grade 6 R&T, Teaching, Learning and Scholarship) zero hours contracts would close whilst all existing tutor employees would be allowed to transition to new variable hours/fractional contracts to offer courses on the Open Programme. Approximately 10 existing tutor posts in specific subject areas that no longer had demand were predicted to close in phase 2. 15-employee headcount Tutor (grade 6) zero hours contract will close with approximately 6 tutors anticipated to transition to the new role. 25 headcount Tutor (grade 6) Casual Workers posts will cease.

Phase 3 would run from October 2023-December 2023 (originally envisaged as May 2023-July 2023). This final Phase would involve a review of the existing core supervisory and

administrative staff roles. No posts were at risk in this Phase. A refresh of job descriptions and remits would be undertaken to ensure the most effective team structure in place to support the new structure of the tutor workforce, delivery of the revisioned portfolio and support of the broader WP&LLL team. It was also important to note that this additional move allow short courses to move them forward to breaking even.

Convener of Court

Summary of Business – 17 April 2024 to 18 June 2024

Date	Meeting	Location
17 April 2024	Hunterian Art Gallery Tour	Glasgow
	Adam Smith Business School and PGT Hub Tour	Glasgow
	Court Agenda Meeting	Glasgow
	Pre Court Briefing	Glasgow
	Court Lunch	Glasgow
	Court Meeting	Glasgow
	Court Dinner	Glasgow
18 April 2024	Catch up with the Principal	Call
13 May 2024	Convention of the South of Scotland	Virtual
14 May 2024	CUC Hybrid Spring Plenary	London
15 May 2024	Catch up with the Principal	Call
22 May 2024	Pre-Court Officers Meeting	Virtual
23 May 2024	Remuneration Committee	Virtual
29 May 2024	Finance Committee	Virtual
3 June 2024	FC Lay Members Meeting	Virtual
5 June 2024	Nominations Committee	Virtual
11 June 2024	Catch up with the Principal	Call
	Hon Grads Afternoon Tea	Glasgow
	Hon Grads Dinner	Glasgow
12 June 2024	Commemoration Day 2024	Glasgow
	Court Lay Members Meeting	Virtual
18 June 2024	Cochno Farm Tour	Glasgow
	Court Agenda Meeting	Glasgow
	Pre Court Briefing	Glasgow
	Court Lunch	Glasgow
	Court Meeting	Glasgow

	Court Dinner	Glasgow
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University of Glasgow

NOMINATION FOR THE AWARD OF AN HONORARY FELLOWSHIP

1. NOMINEE'S DETAILS

Name and Address [in full]

Ass.iur. Klaus Mayer

Email address [if known]

Tel. No. [if known]

University Degrees and/or other Professional Qualifications held:

M.A., M.Sc.

2. GROUNDS ON WHICH THE GRANTING OF AN HONORARY FELLOWSHIP BY THE UNIVERSITY COURT IS PROPOSED

Klaus Mayer has rendered appreciable service to the University of Glasgow (and to the School of Law in particular) for 30 years since taking up the post of international mobility co-ordinator in the Faculty of Law at JG University, Mainz in 1993.

Mainz is our oldest law exchange partner. It is the partner with which we have enjoyed the strongest links. Much of our law exchange programme is indeed based upon Mainz: initial links were established with other law schools in the 'Mainz network', and Klaus played a direct part in establishing and developing this group of law schools. But more particularly, Klaus has ensured that Mainz remains our top destination for students on our Law with German programme as well as being increasingly now attractive to law students who will study in English. Each returning Glasgow student consistently reports back on the extra efforts made by Klaus to support them while on exchange. His assistance and encouragement to our students, particularly in the early days when study in a foreign language is often challenging, are unrivalled in our exchange programme. Put simply, Klaus readily and willingly goes much more than the extra mile to provide help. He has done so now for 30 years.

His service to the University of Glasgow extends in other ways. He readily-collaborated in my proposal to establish an innovative short-term mobility programme in 2012. This has run successfully (other than during the pandemic) for over 10 years. This course – the Comparative Law Project - is designed to allow third year students who cannot participate in semester/sessional mobility for whatever reasons (such as caring responsibilities or on financial grounds) nevertheless to gain the experience of a worthwhile and intensive exchange 'experience'. Student satisfaction has consistently been outstanding. Some 150 Glasgow law students have now participated in this form of mobility, by and large each being an individual who otherwise would not have had the opportunity to do so. Helping set this up at the start, organising each year the 'Mainz

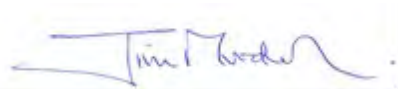
leg', travelling to Glasgow for the 'report-back' stage four months later, and thereafter jointly-marking group essays all takes a great deal of time: all of this also goes well beyond his 'normal' official responsibilities. There is also more, for he has also assisted in providing teambuilding activities (developed by him for some of Germany's leading financial institutions in Frankfurt) at the start of my level 4 European Human Rights Project. These students benefitted greatly from his expertise in preparing to participate in what was a unique challenge.

A final aspect of his outstanding service to Glasgow has been in promoting Glasgow law school as a postgraduate destination. Each year, Klaus sends upwards of 30 Mainz students to Glasgow to complete an LLM through a special arrangement devised by him and approved by the Rhineland-Pfalz Government. This allows Mainz students to complete certain work counting towards their state professional qualification while at Glasgow studying at PGT level. This innovation was recognised by the German Academic Exchange Agency (DAAD) in 2017: see <https://eu.daad.de/news/de/59692-bologna-hub--preis-zur-anerkennung--2017-/> and <https://auslandsbuero.jura.uni-mainz.de/daad-preise/>. As this arrangement in large measure also relies upon the Comparative Law Project as one of the two 'gateways' required by Mainz for entry to the scheme, our comparative law project course also helps cement into place the attractiveness of Glasgow as a PG study destination, for those coming to Glasgow for LLM studies already have a group of Glasgow students in year 4 who assist them in integrating into student life during their year in Scotland. We are the only English-speaking university in this scheme. (It goes without saying that this has also had a significant financial impact for us.)

In short, there would be no more fitting way of marking Klaus's dedication and service to the University of Glasgow than by the award of an Honorary Fellowship.

Proposed by *[block capitals]*

PROF JIM MURDOCH

Signed: ...  ... Date: 10 May 2024

Seconded by *[block capitals]*

.....CLAIRE MCDIARMID.....

Signed: ...  ... Date:10 May 2024.....

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

1. *the award of an Honorary Fellowship of the University would be intended to honour a person who had rendered appreciable service to the University, probably over a number of years, but not excluding a person whose*

contribution had been particularly significant although over a short period of time, and

- 2. a person upon whom an Honorary Fellowship had been conferred shall be designated an Honorary Fellow of the University, but the conferment of the Honorary Fellowship shall not confer any other right, privilege or status.*

The conditions of eligibility are:

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

Note

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

Approved by the University Court 12.11.97

Goudie Endowment Fund: Updating purpose and use of the Fund

1. Executive Summary

The Goudie endowment fund was created by Professor William Goudie, who was James Watt Professor of Theory and Practice of Heat Engines between 1921 and 1938, through a bequest to the University Court in 1945.

The purposes for which the fund was established do not align with modern academic and teaching practice or research interests and, as a result, the revenue of the fund has not been fully utilised.

It is therefore proposed to seek permission to make change to the conditions under which the Fund revenue may be spent to allow more general support to the programme of research of the Chair holder. This would include use of the endowment to fund postgraduate and postdoctoral researchers, maximising the benefit of the fund to deliver the Chair holder's programme of research and the goals of the School and University.

This change would require firstly the consent of the University Court (as trustees of the Fund) and, secondly, a successful application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

2. Background

Professor William Goudie was James Watt Professor of Theory and Practice of Heat Engines between 1921 and 1938 at the University of Glasgow. He died on 4 October 1945, directing his Trustees to divide the residue of his estate into eight equal parts, and to make over six such parts or shares to University, to be applied for the following purposes:

"ONE HUNDRED AND FORTY POUNDS for the purpose of increasing the present capital sum of One Hundred and Sixty Pounds invested for the Goudie Prize in Heat Engines to the sum of THREE HUNDRED POUNDS, and ONE HUNDRED POUNDS for the purpose of increasing the present capital sum of Two Hundred Pounds invested for the Goudie Prize in Music to the sum of THREE HUNDRED POUNDS; the remainder of the said six parts or shares of residue bequeathed to the said Court is to be invested by said Court for the purpose of providing an income to be used for the provision of teaching and research laboratory equipment in Heat Engines; and the said income shall be placed at the sole disposal of the James Watt Professor of the Theory and Practice of Heat Engines for the foresaid purposes."

The Chair was later renamed the James Watt Chair in Mechanical Engineering (in 1952) to reflect that the title, "Professor of Theory and Practice of Heat Engines" had become a somewhat archaic term. The current Chair holder, Professor Colin McInnes, has the title of James Watt Chair, Professor of Engineering Science, but it is not clear when this change was made. These changes reflect how both academia and Engineering have changed since Professor Goudie's tenure of the James Watt Chair.

While Professor Goudie's research was on heat engines, the current Chair holder's programme of research is centred on space technology. Moreover, while early Chair holders would conduct their personal research and publish papers and books, modern academia delivers research programmes primarily through large, managed, externally funded research groups. The Chair holder is a group leader with most of the research activities being conducted by PhD and postdoctoral researchers.

In addition, the teaching of Engineering is now resourced and delivered at School level, rather than subject specialisms being associated with individual Chair holders. Similarly, teaching laboratories are associated with and resourced by the School rather than the Chair holder.

3. Financial position

The current capital amount of the Fund is around £385,000. The revenue reserve brought forward was around £132,000 with a little over £14,000 received in dividends this financial year.

4. Proposal

In order to up-date the Goudie endowment fund to reflect how both academia and Engineering have changed, it is proposed that the permitted uses of the fund revenue be expanded to include general support to the programme of research of the then Chair holder. This would include use of the endowment to support postgraduate and postdoctoral researchers, maximising the benefit of the fund to deliver the Chair holder's programme of research and the goals of the School and University. These proposals would up-date the Goudie endowment to support Chair holders in delivering their programme of research within the context of modern academia and 21st century Engineering.

5. Status of the Fund and Process

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

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

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

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

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

RESOLUTION NO [708] – REORGANISATION OF RESTRICTED FUNDS (GOUDIE AND STEVENSON FUNDS)

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

1. that application be made under Section 43A of the Charities and Trustee Investment (Scotland) Act 2005 for approval of a restricted funds reorganisation in respect of the following:
 - a. The Goudie Endowment Fund to amend the original conditions of the said Fund to enable the revenue of the Fund to be used for wider and more general purposes in support of the programme of research of the James Watt Chair; and
 - b. The Stevenson Trust Fund to amend the original conditions of the said Fund to: (i) enable an amended Selection Board to be constituted, chaired by Clerk of Senate (or nominee), and comprising Secretary of Court (or nominee), Head of College (College of Arts and Humanities), Head of College (College of Social Sciences), Stevenson Professor of Citizenship, and the Leader of Glasgow City Council (or nominee) as standing (voting) members with up to 4 members of academic staff (from at least two Colleges) having fixed term appointments (5 years) as advisory (non-voting) members of the Selection Board; and (ii) dispense with the quinquennial stipendiary requirements and to allow the free income of the Fund (annual and accumulated) to be spent as directed by the Selection Board to promote and support study, inquiry and research in subjects bearing on local government, national polity, and international community through the provision of a publicly available annual series of lectures, and otherwise as the Selection Board may direct.
2. this Resolution shall take effect on **1 October 2024**

Dr David Duncan, University Secretary

Explanation

The Goudie Fund is the fund established through a bequest to the University Court in 1945 by Professor William Goudie, who was James Watt Professor of Theory and Practice of Heat Engines (such Chair now known as James Watt Chair, Professor of Engineering Science) between 1921 and 1938 at the University of Glasgow. The purposes for which the fund was established do not align with modern academic and teaching practice or research interests and, as a result, the revenue of the fund has not been fully utilised.

The Stevenson Trust Fund is the fund established by gift from Sir Daniel Macaulay Stevenson in 1920 for the foundation of a Citizenship Fund Trust. The level of free annual income of the Fund is insufficient to support the original stipendiary conditions set out in the original gift memorandum. Further, the original stipulations do not accommodate modern practices. Adjustment of the conditions will enable wider-reaching and improved fulfilment of the original purposes of the Fund.

Court Context Card 18 June 2024 - Report from the Student Experience Committee & SRC Annual report**Speaker** SRC President & Rector**Paper Description** Student Experience Committee Report & SRC Annual Report**Topic last discussed at Court** Apr-24**Court members present** N/A**Cost of proposed plan** N/A**Major benefit of proposed plan** N/A**Revenue from proposed plan** N/A**Urgency** High**Timing** Immediate**Red-Amber-Green Rating** Green**Paper Type** For information and discussion**Paper Summary**

The Student Experience Committee meet on 22 May 2024 and the report provides an overview of the discussion. Key areas include HEAR, Cost of Living Action group update, student body budget allocation and a number of updates from the student bodies. The Committee also noted progress on the Student Experience Strategy and noted that The Student Organisational Facilities Development project had been delayed to align with the University Capital Plan, but a feasibility study had now been approved. Concerns about maintenance issues were being addressed and workshops scheduled to inform the study's scope. An audit by KPMG received positive feedback, indicating good progress, though questions about representation of international student experiences were raised.

The Glasgow University Students' Representative Council (GUSRC) Annual Review for 2023-24 is attached as **Annex 1**. This year has been both demanding and fulfilling, and in this report, you'll find an overview of the various initiatives we've undertaken, both independently and in partnership with the University. We've navigated an equally challenging and exciting year, and we're excited to share the highlights of our efforts and accomplishments with you.

Court is **asked to note** the SRC Annual Report as outlined in **Annex 1**

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

% of University 100% students
100% staff

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

University of Glasgow

Court: 18 June 2024

Report of the meeting of Student Experience Committee held on 22 May 2024

Dr Neil Bowering (acting) and Ms Hailie Pentleton-Owens, Co-Conveners

All items are for noting.

1 Higher Education Achievement Report (HEAR)

SRC set out a proposal for integrating the University's Volunteering Awards into the HEAR framework, enhancing students' engagement with Glasgow's voluntary and community sectors. A new system was being tested to allow students to track their volunteering activities, reflect on skills, and earn awards based on volunteer hours and skills. The Committee approved the integration, noting that communications would be sent to relevant stakeholders, and implementation costs were acknowledged.

2 Cost of Living Action Group (COLAG)

Ms Ameer presented findings from her investigation into students' financial pressures in Glasgow. COLAG's decision to conduct a regular Cost of Living Survey to analyse trends was flagged, with the next survey scheduled for mid-October, alongside a Cost of Living awareness campaign. Changes in financial aid processes were also noted, including the reintroduction of an online application for the Summer Cost of Living Fund and the merging of various support funds into a single 'Student Support Fund' for 2024-25. Discussions on survey methodologies and participation strategies were ongoing, with Mr Buckland set to update SEC members in due course.

3 Student Experience Strategy

There were now 10 approved projects, with 3 more to be presented for decision in June. The Student Organisational Facilities Development project had been delayed to align with the University Capital Plan, but a feasibility study had now been approved. Concerns about maintenance issues were being addressed and workshops scheduled to inform the study's scope. An audit by KPMG received positive feedback, indicating good progress, though questions about representation of international student experiences were raised.

4 Student Bodies – Budget Allocations

Mr Jones discussed challenges in budget allocations due to student number uncertainties, focusing on sustaining service levels and enhancing the student experience. The allocation of funds for Sports Wednesday, aimed at subsidising sports clubs' use of GUU facilities, was debated, with concerns about promoting a drinking culture. Mr. Jones assured that all student organisations were considered equally, and budget allocations would be shared with the Finance Committee.

5 Student Wellbeing Framework

Ms Craig provided an update on actions taken following the Andrew West report, including improving case management, introducing a safeguarding team, and developing new NHS pathways. Recommendations would be advanced on the structure and resourcing of Student Services. The next working group meeting was scheduled for 29 May 2024, with further updates to follow.

6 Policy Update

Ms Evans reported on the reorganisation of the Academic Policy & Governance team, which was focusing on developing and implementing new policies, including the Interruption to Studies Policy and the Carers Policy. Consultations with key stakeholders were planned for the next few months.

7 SFC Teaching Related Funding 2024/25

An update was provided on the Scottish Funding Council's indicative teaching funding allocation for 2024/25. Despite sector-wide budget cuts, the University's funding allocation was expected to remain the same as last year. Detailed information was available on the SFC's website.

8 Updates from Student Bodies

GUSA

Mr Killman reported on GUSA's achievements, including their league standings and successful recreational sports events. Challenges with sports facilities were noted, particularly the sinking astroturf pitch and boathouse lease termination. Dr Bowering confirmed efforts to address these issues and develop a long-term sports facilities master plan.

QMU

Mr. Rogers reported outstanding rent issues with the University, which Dr Bowering would address with Finance colleagues.

GUU

GUU's strategic plan was available online. Recent initiatives included the Community Meals and progress in Sports Wednesday. Centralising room bookings and other operational aspects were discussed.

SRC

SRC's efforts to address the cost of living included securing additional hardship funds and offering free beverages during the de-stress period. Ongoing collaborations with AP&G and preparations for the annual review were noted.

Dumfries Campus

The Glasgow University Dumfries Union has been established, with plans for an engagement session to determine the Committee and ongoing interest.

9 Any Other Business

Freshers' Fayre and Welcome Week

Ms Bah inquired about the availability of spaces for Welcome Fayre and GUSA Sports Fayre, with reassurances provided about space for this year.

Prayer Space

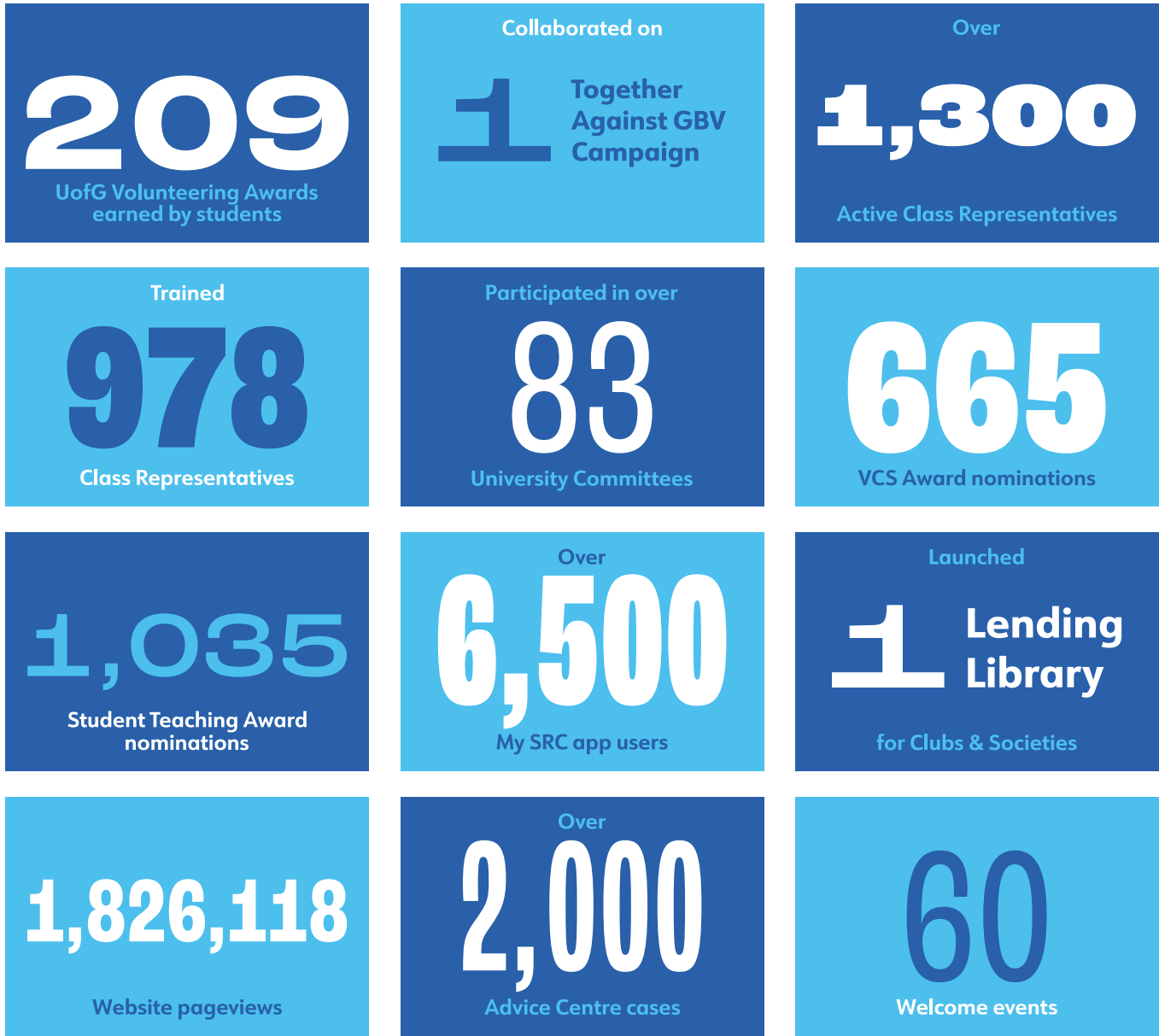
The need for more congregational spaces was highlighted. The challenges were acknowledged, noting ongoing discussions with Estates regarding space and GUMSA about using Wellington Church for Friday prayers next academic year.



UNIVERSITY OF GLASGOW
STUDENTS' REPRESENTATIVE COUNCIL

Annual Review 2023-24

Year in Numbers



20,248

Volunteering hours registered

1,209

Volunteers registered

Trained

506

Staff/students in 'Mind Your Mate'

336

Affiliated Clubs & Societies

40,846

Enquiries handled by
SRC Welcome

3,546

Historical Tour visitors

Supported over

18,000

members of affiliated
Clubs & Societies

Trained

1,199

Society Committee Members

£363,489

Income processed in
Societies' online sales

611

Society events listed

7,612

Enquiries handled by SRC Clubs
& Societies team (20% increase)

79

Postgraduate events

Foreword

Welcome to the Glasgow University Students' Representative Council (GUSRC) Annual Review for 2023-24. This year has been both demanding and fulfilling, and in this report, you'll find an overview of the various initiatives we've undertaken, both independently and in partnership with the University. We've navigated an equally challenging and exciting year, and we're excited to share the highlights of our efforts and accomplishments with you.

As the sole representative student organisation at the University of Glasgow, we have the ability to effect direct and tangible change at the University for and on behalf of the student body. Last year, we had the opportunity to launch our Strategic Plan for 2022-2027, wherein we outlined the three key values that inspire and motivate all of the work we undertake: representation, support and wellbeing, and student opportunities and community engagement. Whilst individual initiatives will change annually, directed by the visions of our elected student sabbatical officers, and in response to social pressures, we maintain these values at the heart of all that we do.

This year, our organisation has continued to prioritise its response to the ongoing pressures placed upon our students as a result of the cost-of-living crisis. We have delivered a series of educational workshops on the impact of time poverty and digital poverty to staff across the institution, challenging them to embed more inclusive and conscientious practices within their work. Alongside this, we have developed our insight into the particular cost-of-living pressures on our students by conducting workshops with our class representatives and have challenged the University to conduct an annual survey of a similar nature to inform supportive and meaningful changes.

We have also lobbied the University for increased financial support and secured an additional £100k for the Hardship Fund to ensure students can receive

additional funds directly when they need them most. Beyond this, we conducted an investigation into the support available to students who are required to complete a mandatory placement as part of their degree, which has led to the creation of a working group that will strive toward standardising the financial support available to those students for their travel costs and related expenses.

Additionally, we have continued to push for a review of the University's policies intended to support our students, including the Good Cause, Fitness to Study, and Student Carers' policies. This has been challenging due to the slow progress that has been made, but we maintain that these reviews are crucial to ensuring the safety, support, and success of our students, and will continue to work closely with the University to make those necessary changes.

As always, the student voice is the foundation upon which we build our work. We have continued to emphasise the need for including students in University decision making - from decisions about the format of our exams to the way in which the University responds to gender-based violence.

Everything we have been able to achieve is due to the dedication of our student representatives and staff team who give their unwavering support to improving the student experience. We also want to thank the University and the external organisations we have worked with for their positive partnerships throughout the year. We hope that you will continue to support our work as we continue to address the challenges and opportunities that our students will encounter in the future.



Hailie Pentleton-Owens
SRC President 2023-24



Bob Hay
Permanent Secretary



About Us

PURPOSE

GUSRC exists to be the independent student voice at the University of Glasgow.

MISSION

GUSRC's mission, as stated in the 2022-2027 strategic plan is:

To provide effective representation, wellbeing support and opportunities for participation and development on behalf of students at the University of Glasgow.

VISION

GUSRC's vision is:

An independent, democratic, student-led and effective SRC, which engages well with the student population and exhibits a supportive, collaborative, inclusive and sustainable approach to the way it goes about its activities.

AIMS

GUSRC operates according to three high-level aims which define the key roles of the organisation on campus. These are:

Representation

Being the voice of students within the University and elsewhere.

Support & Wellbeing

Supporting student wellbeing in relation to academic issues and non-academic areas such as finance, housing, and other matters that may directly or indirectly impact on the mental wellbeing of our students.

Student Opportunities and Community Engagement

Enhancing students' experience of university, their personal and professional development, and their opportunity to contribute to wider society.



Representation

Elections

GUSRC runs two sets of elections annually. The Spring elections include the most senior positions of SRC President, VP Student Support, VP Education and VP Student Activities, all of which are full time, salaried (sabbatical) positions. The Autumn elections are for less senior positions and tend to have a smaller voter turnout as a result.



Our voter turnout in the Autumn 2023 elections was 878 students who cast 1,750 votes. Our voter turnout in the Spring 2024 elections was 2,747 students who cast 11,060 votes. We continue to review turnout with a view to deploying new strategies for increased future participation.

The elected officers for 2024-25 are:

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

ELECTION GRANT

In the Spring 2023 elections, we introduced 'campaign grants' to promote inclusion and support candidates by alleviating some of the financial burdens associated with running for election. In our Autumn 2023 elections, we awarded 11 grants to the value of £250.00 (maximum £25 per person) and only £22.50 was claimed. For our Spring 2024 elections, we awarded 15 grants to the value of £750.60. Currently £356.57 has been claimed. We will continue to review this initiative for effectiveness in 2024-25.

RECTORIAL ELECTION

The University held its triennial Rector election this year, with the SRC facilitating much of the electoral process. Dr. Ghassan Abu-Sittah won a landslide victory (over 80%) against Susie McCabe, Lady Rita Rae, and Paul Sweeney MSP. Installed in April, he will serve as Rector for the next three years. We look forward to working with him.



Class Reps

Student involvement in GUSRC expands beyond the elected representatives on the Council. Over 1,300 class representatives are active on campus, representing students and contributing to the GUSRC community. These students serve as a crucial part of GUSRC, collaborating with school and college representatives on local issues and helping disseminate crucial information about Learning and Teaching to students.



CLASS REPRESENTATIVES: INFLUENCING CHANGE

GUSRC trained 978 class representatives in 2023-24. Through our latest class rep survey, we found:

- 84% of respondents felt well prepared for their role by the SRC training.
- 79% found it easy or very easy to raise issues at Staff Student Liaison Committee.
- 69% reported that some action had been agreed or taken as a result of their input.

CLASS REPRESENTATIVES: SKILLS DEVELOPMENT

Additionally, the survey found:

- 79% of class reps believing that the role enhanced their communication skills.
- 82% of class reps praised the training as exciting and interesting.
- 63% gained a greater understanding of University structures.
- 57% of class reps felt they had increased their confidence.

The class rep experience and support for personal development was highly valued by the class reps both for increasing their effectiveness in the role and their future employability.

Responses to the survey included:

"I thought this was a great experience, although I do believe the role of class reps could be promoted more by University staff during lectures. This may help in encouraging more engagement between students and their class reps."

"It was a very positive experience that helped me to learn about the structure of my course. I enjoyed taking feedback from my peers and I felt my feedback was valued. I would definitely do it again."

CLASS REPRESENTATIVES: NETWORKING & LEARNING

GUSRC organises a series of events through the year to help class reps to network and learn more about student representation.

Our annual Class Rep Conference took place in May 2024 and featured a session on representing diverse student voices led by Student Partnerships in Quality Scotland (sparqs). The conference also included sessions from the University's Transformation Team and SRC executive officers. The event was well attended and received positive feedback.

CLASS REPRESENTATIVES: ONLINE ENGAGEMENT

In 2022-23, we launched a Microsoft Teams group connecting over 1,000 class representatives. This group serves as a platform for Council Members to share updates on SRC campaigns, training opportunities, and important deadlines with class reps.

While there were delays setting up the group this year due to complexities in automating the annual process, it was finally launched on March 5, 2024, and has seen positive engagement so far. (Automated population of the group is still under development).

CLASS REPRESENTATIVES: IMPACT AND REVIEW

This year, we continued our work with the University to strengthen the Student Voice and further enhance the impact of class reps. Consistent with previous years, 79% of class reps reported finding it easy to raise issues at SSLC meetings, though some highlighted barriers, citing a perceived lack of receptiveness and challenges in raising concerns about specific members of staff or courses.

Despite these challenges, the majority of class reps (69%) reported that action had been agreed taken on issues raised at SSLC meetings, an upswing from last year's 63%. The effectiveness of SSLC meetings has also seen a positive trend, with 72% of class reps this year stating that the meetings are effective or very effective, up from 66% last year.

STUDENT VOICE WORKING GROUP

In addition to our class rep work, we co-led the Student Voice Working Group, which allowed us to work with the University on developing student representation. This year the group hired student interns to ensure a more comprehensive and representative evaluation of Student Voice practices at the University. By enhancing communication and responsiveness within the SSLC framework and through the Student Voice Working Group, we aim to ensure that student voices are heard and acted upon effectively.



Representation

Academic Matters

ASSESSMENT AND FEEDBACK

We supported the rollout of the Assessment & Feedback Practice Enhancement Tool, which helps staff understand and implement effective assessment practices. While our direct involvement was limited, we believe this will benefit students in the long term.

ARTIFICIAL INTELLIGENCE (AI) IN ASSESSMENTS

We advocated for a balanced approach to AI use in assessments, ensuring students understand its appropriate role in learning.



LIFE SCIENCES EXAMS

We successfully opposed the rushed changes in assessment format for Life Sciences exams due to the insufficient time provided for students to adapt. Despite understanding the University's rationale, we were extremely disappointed with the consultation process, which fell considerably short and during which student representatives were poorly treated. We have agreed with the University ways to ensure the student voice is respected in future consultations.

CHINA TNE CAMPUSES

This year, GUSRC representatives travelled to the University's Transnational Education (TNE) campuses in Chengdu and Hainan, China, to engage with students and discuss their experiences. These campuses are run in partnership with the University of Electronic Science and Technology of China (UESTC).

During our visit, we participated in the UESTC International Education Month and Student Leadership Forum, providing us with valuable insights into the student experience at these campuses. In Chengdu, we led a focus group with students, gaining direct feedback on their educational environment. We also observed the new campus in Hainan, which provided us with a comprehensive understanding of the facilities and conditions.

As part of a University delegation led by Professor Frank Coton (Senior-Vice Principal / Deputy Vice Chancellor (Academic)), we reported our observations and feedback to the Academic Policy Group (APG). The insights gathered from our focus group and our own assessments will contribute to both internal and external reviews of the University's UESTC TNE partnerships.

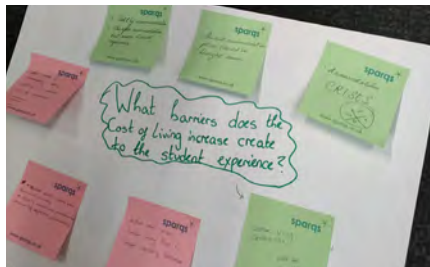
We believe it is important to continue celebrating and enhancing these international partnerships, despite the recent geopolitical tensions, and our focus continues to be improving the student experience at these campuses.



GOOD CAUSE REVIEW

We took part in a Good Cause workshop along with other key University stakeholders including staff from Disability Services, Counselling & Psychological Services and representatives from the four Colleges.

The key remit of this group was to review the University's Good Cause policy and associated procedure and propose improvements and amendments to these. Alongside the piloting of flexible submission windows and the new time management Moodle course offered by the Student Learning Development Service, one of the key changes we advocated for was the implementation of template letters for disabled students who may need to submit multiple Good Cause applications over their time at the University.



ENGAGING IN THE NATIONAL HIGHER EDUCATION CONVERSATION

This year, our representatives again participated in a range of national initiatives focused on the student learning experience including:

Sparqs "That's Quality!" Event

Residential event at Queen Margaret University, contributing to their Joint Advisory Group on the transition to higher education.

QAA Scotland & University's ILM

In collaboration with QAA Scotland, providing our perspectives at the University's Institute of Leadership and Management (ILM) workshops on the transition to tertiary education.

Scottish Confederation of University & Research Libraries Conference

We were invited speakers, addressing the issue of digital poverty affecting students.

CIVIS

The CIVIS alliance, a community of European Universities fostering multilingualism, multiculturalism, and innovative teaching, research, and cultural exchange, continues to be a valuable platform for collaboration.

This year, we continued to engage with CIVIS initiatives. Building on our established presence within the Global Student Council, Sabbatical Officers and SRC permanent staff delivered a workshop during the CIVIS Staff and Student Partnership week hosted at the University. This workshop provided a detailed account of our structure, activities, and the extensive support we offer student representatives and students.

Additionally, the President and two SRC Council Members played a pivotal role at the CIVIS Student Council days held at the University of Lausanne, where they collaborated on designing student-led projects aimed at fostering civic engagement across European universities.

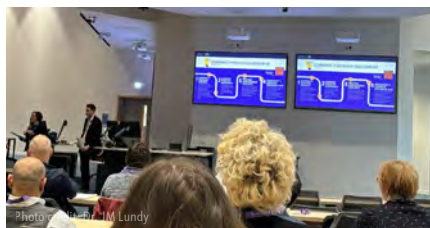


Representation

LEARNING & TEACHING COMMITTEE (LTC) AWAY DAY

We participated in the University's LTC Away Day, focusing on two pressing student concerns: time poverty and placement travel expenses. Our workshop addressed the challenges of time poverty faced by students, especially during the cost-of-living crisis.

We focused on the unrealistic expectations of the SCQF notional hours framework and its underestimation of actual workload. Through an engaging activity where staff created student timetables with diverse responsibilities, we showcased the complexities of balancing academic life with other commitments. The workshop received positive feedback, with staff acknowledging the importance of considering these factors in course design.



We also advocated for reforms to the placement travel expense policy, specifically to expedite student reimbursement. This would allow for better budgeting when securing placements. We're happy to report that the University is considering our proposal, demonstrating the impact of student representation in shaping University policies.

STUDENT EXPERIENCE STRATEGY

Building on our role as co-chair of the Student Experience Committee, we've continued working closely with the University to implement the Student Experience Strategy Action Plan. This year, our focus shifted from prioritising projects to actively contributing to their implementation.

We provided critical feedback on business cases, particularly those relevant to student needs. In addition, we played a key role in shaping business cases related to our own areas of work and advocated for student priorities during the approval process. Our contributions extended to participation in the Strategy Delivery Board, and several individual project implementation groups.

STUDENT TEACHING AWARDS

The 14th Annual Student Teaching Awards were held to celebrate the professional staff, academic staff, and student representatives who make the UofG experience amazing. Over 1,000 student nominations were considered for the awards and our formal award ceremony was held in the Kelvin Gallery in March 2024.



Student Teaching Award Winners:

- **Best Advisor of Studies**
Dr Christopher Messenger
- **Best College Teacher Arts & Humanities**
Dr Sheila Kidd
- **Best College Teacher MVLS**
Dr Esther Papies
- **Best College Teacher CoSE**
Dr Ian Taylor
- **Best College Teacher CoSS**
Dr Hannah-Louise Clark
- **Best Dissertation Supervisor**
Dr Chiara Horlin
- **Best Research Supervisor**
Dr Laura Rattray
- **Best Graduate Teaching Assistant**
Miss Rebecca Lai
- **Best Student Representative**
Laura Thompson
- **Best Support Staff**
Mrs Linzi Crawford
- **Best Practice in Inclusive Education**
Dr Lynda Russell
- **Best Feedback**
Dr Sergiu Gherghina
- **Highly Innovative Teaching**
Dr Nick Quinn
- **Outstanding Contribution to Teaching**
Dr Greg Irwin

Campaigning Activity

TOGETHER AGAINST GBV: A CAMPAIGN TO END GENDER-BASED VIOLENCE ON CAMPUS

The Ross Report, published in December 2022, included a recommendation that the University collaborate with the SRC to develop a long-term gender-based violence campaign. The campaign's key goals were to "educate staff and students about GBV in all its forms and raise awareness of support services available on and off campus."

The campaign came to fruition in November 2023 to align with the UN's "16 Days of Activism against Gender-Based Violence." We organised events in collaboration with student groups on campus and across the city. Highlights included:

- "Fight for the Night" March
- Molly Hankinson Art Installation
- Placard-Making Workshop
- Gender Equality Society Fair
- Flag Raising Ceremony
- Vigil for GBV survivors

The campaign's impact was demonstrably positive, with strong reception from the University community, media coverage, and a rise in engagement with GBV support services.

HARDSHIP FUND

In January 2024, we were notified that the University intended to increase the rent for University accommodation in 2024-25 by 5.9%. Therefore, we entered into a process of negotiation with the University in an attempt to agree to as small an increase as possible. We eventually obtained an agreement that they would increase the rent by 5.5% but



also commit an additional £100k to the University's Hardship Fund to assist any students struggling with the ongoing cost of living and the increase in rent fees.

BLACK HISTORY MONTH

In October, we hosted a series of events to celebrate Black History Month, including a panel entitled 'Black Voices in Student Politics', a zine making workshop, an African-Caribbean food mixer, and a screening of the film 'Get Out'.



INTERNATIONAL WOMEN'S WEEK

In March, we celebrated International Women's Week and hosted a series of events to mark this time of year. Events included a self-portrait painting session, a stall held on International Women's Day (IWD) in the James McCune Smith Learning Hub, a Photography Craft workshop hosted in the Gilchrist Postgraduate Club, as well as a number of club and society events.



Campaigning Activity

LGBTQ+ HISTORY MONTH

Held in February, the theme for LGBTQ+ History Month this year was 'Under The Scope', encouraging people to reflect on the huge impact the LGBTQ+ community has had on Science, Technology, Engineering, and Mathematics (STEM). We worked with GULGBTQ+ and other societies throughout our celebrations, as well as organising our own events and resources.



TRANSGENDER STUDENT DAYS

To mark Trans Day of Remembrance, we organised a flag raising ceremony with the University and GULGBTQ+. Also, in collaboration with the LGBTQ+ society, we coordinated a vigil to mourn the loss of trans people all over the world who have died due to transphobia. This event was followed by a safe space in the McIntyre Building to allow students to come together to reflect on the sensitive subject being recognised.

EXAM DE-STRESS

During both the winter and spring exam and revision periods, we once again led large-scale de-stress campaigns, featuring a range of engaging activities, stalls, and giveaways.

These included tea and coffee stalls, de-stress bag giveaways, plant stalls, and a variety of crafting activities such as gingerbread decoration, paper flower making, colouring-in stalls, and jewellery making, among others. We turned the wall on Level 3 of the University Library into a 'Words of Encouragement' wall with sticky notes, and installed a 'Letters to Refugees' writing station, in collaboration with Refuweegee, one of our volunteering community partners.

In addition, we arranged two campus visits from therapy dogs and alpacas, as well as a trip to Pollok Park, to provide students with unique and memorable experiences that helped to alleviate their exam stress. Most events were oversubscribed and continue to be extremely well received and attended at a time when students need them most.

“Exam De-stress (...) events continue to be extremely well received and attended at a time when students need them most.”



Communications



MY SRC APP

We soft-launched the SRC mobile app in September 2022. The soft launch ensured uptake was manageable and sustainable and enabled us to resolve teething issues. This year, we rebranded and fully launched as the “My SRC app” and set ourselves the target of doubling our users by the close of the year.

The app is designed to make it easier for students to engage with the key services we offer. Through a personalised feed of clubs and societies, events, news, and more, the app facilitates greater engagement with our affiliated clubs and societies, as well as the various events and activities they host. We are ending 2023-24 with more than 6,500 total users, exceeding our target, and will be seeking to further increase this number in the next academic session.

WEBSITE

GUSRC’s website remains the go-to source for independent, accurate, and up-to-date student information. Offering rights-based advice on topics not covered by the University, the site boasts impressive usage with **1,826,118*** total page views. This year, the Clubs & Socs, Events, and Volunteering sections were extremely popular along with our Advice Centre pages.

Recent webpages created include:

- An overhaul of Student Conduct advice page.
- An overhaul of Withdrawal from Study advice page.
- An overhaul of Progress after the Resits advice page.
- An overhaul of Healthcare advice page.
- An update of Private Transport advice page.
- An update of Public Transport advice page.
- Creation of the new Rent Freeze advice page.

Top 5 Most Visited (pageviews):

- Clubs & Socs: 683,332
- Events: 320,037
- Volunteering: 124,305
- Advice: 97,844
- Representation: 64,565

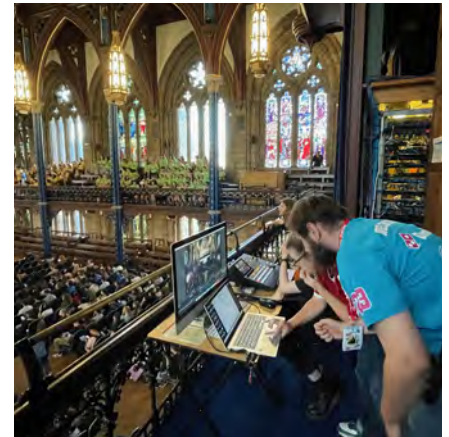
1,826,118
total
webpage
views.*

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SOCIAL MEDIA

We run four key social media ‘identities’: Glasgow Uni SRC, The Gilchrist Postgraduate Club, the UofG Welcome, and more recently, the University of Glasgow Historical Tours. We are growing our online presence through a range of social media platforms, predominantly through Instagram and TikTok, where we are seeing an increasing engagement from the undergraduate student audience.

Our goal across these channels is to effectively communicate the services we offer while promoting our various campaigns, initiatives and services. Going into the next academic session, we remain committed to adapting to evolving trends and maintaining a proactive and fresh approach to social media marketing.



EMAIL

Our website on the Membership Solutions Limited (MSL) system enables us to deliver targeted messaging allowing us to foster greater engagement and meaningful interactions with our student community.

Support & Wellbeing

The Advice Centre

GUSRC’s Advice Centre provides high-quality, impartial advice, and advocacy on a range of welfare and academic issues to students and prospective students at the University. The Advice Centre also plays a key role in informing and legitimising our policy development and campaigning work.

The Advice Team continued to maintain its high standards of service, again handling over 2,000 cases despite losing two staff members and some, unavoidable, delays recruiting replacements. Thanks to additional University funding we were able to appoint two additional staff members, currently going through their orientation period, who will enable the Advice Team to respond to the demands of an ever more complex caseload.

Despite these challenges, the Advice Team continued to offer students a variety of contact options, including same-day face-to-face appointments, online video conferencing, telephone support, and email assistance.

CLIENT CONTACT

149,871 (196,333)¹ minutes were spent in direct contact with clients during the year, which is a decrease of just under 24% from 2022-23. A further 64,458 (71,060) minutes were spent on non-contact casework (e.g., researching information for clients, contact with third parties on clients’ behalf and so on).

STUDENT ORIGIN/FEE STATUS

Scottish domiciled (‘home’) students were 17% (19%) of those identified; international students 71% (69%); EU students 5% (6%); rUK students 7% (6%).

These figures should be treated with caution as over half of our clients did not provide information about their origin/fee status so this is not a complete picture. Nevertheless, they are a useful indicator of trends.

Of clients identified, 42% (36%) were undergraduates, 41% (57%) were postgraduate (taught) students and 11% (6%) were postgraduate (research) students. The remaining 6% (1%) of our client group includes students’ parents, staff, former students, prospective students, and members of the public. However, again, nearly half of our clients did not provide this information, so this is not definitive.

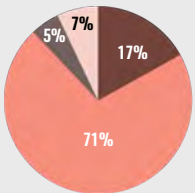
OUTCOMES & GAINS

Over the year there were:

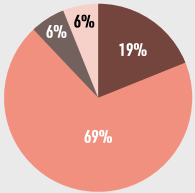
- 70 (59) appeal outcomes, of which 37 (41) were successful.
- 339 (241) conduct cases of which 107 (186) were successful.
- 31 (32) financial gains, totalling £120,644 (£99,914).
- 761 (662) non-financial gains including 471 (435) cases where the student was provided with information, they needed to make a decision about how to proceed.

Student Origin

● HOME ● INTERNATIONAL ● EU ● rUK



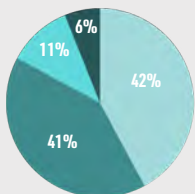
2023-24



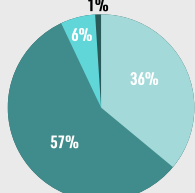
2022-22

Level of Study

● UNDERGRADUATE ● PG(TAUGHT)
● PG(RESEARCH) ● OTHER



2023-24



2022-23

¹ Previous year’s numbers in brackets throughout section.

Other gains due to our intervention included 43 cases (60 cases) where students were permitted to resubmit or resit an exam and 12 cases (18 cases) where a student's grades were reviewed/revised. 5 (7) students were allowed an uncapped re-sit. In addition, homelessness was prevented in 11 cases (13 cases) and 11 students were accepted back onto their course.

As always, there were potentially many more positive outcomes, but we only record confirmations from students when clients choose to inform us.



COST OF LEARNING

Prompted by students bringing concerns to the Advice Centre regarding the University's travel expense policy for compulsory placements and field trips, an investigation was launched. This investigation identified two key issues:

- **Upfront Costs and Reimbursement:** Travel expenses must be covered by students initially, with reimbursement only available retrospectively upon submission of claim.
- **Placement Restrictions:** Several schools, including Dentistry, Medicine, and Education, restrict travel expense claims for placements located within Glasgow City boundaries.

We proposed the following improvements to the University's travel expense reimbursement process for students:

1. The University should introduce a standardised process for students to enable them to apply for reimbursement of travel expenses in advance of undertaking compulsory placements.
2. The University should introduce a standardised process for students to enable them to apply for the reimbursement of travel expenses in advance of undertaking compulsory field trips.
3. The University should adjust their existing policies to permit students to apply for travel expenses for placements which take place within the Glasgow City Council boundary.

The University have accepted our recommendations and are currently in the process of implementing these for future academic years.

ACADEMIC WRITING SKILLS MOODLE

The University's Student Learning Development service invited us to contribute to their review of the Academic Writing Skills Moodle course. We collaborated with SLD to enhance the information and emphasise the University's Code of Student Conduct and the potential consequences of being found to have breached the Code.

REGISTRATION STATUS ADVICE

We worked alongside University colleagues in Registry to create new advice and guidance for students on their registration status at the University and the implications this status has on their eligibility for student

finance, their eligibility for tuition fee support, Council Tax exemption, etc.

GBV COUNSELLOR

In 2021-22, we secured additional funding for a Gender-Based Violence (GBV) Counsellor who has been offering appointments in the Advice Centre every Tuesday. The service is targeted toward students who may have been directly or indirectly affected by GBV and offers them confidential support. Both in-person and MS Teams appointments have been available for booking via our website. In 2023-24, of the 131 appointments available, 53 were booked and 46 of these were attended.

PUBLICITY

The Advice Centre publicises specific elements of its web-based information at times that reflect the University's annual cycle thus making information available to students when they are most likely to need it. Throughout the year, the team review and update sections of the website as the need becomes apparent.

Although impossible to fully quantify, website analytics data indicates that many students benefit from information downloaded from the advice section of the website or from the range of rights-based leaflets the SRC produce.

Most visited Advice Centre web pages:

- Academic (37,806)
- Accommodation (25,929)
- About The Advice Centre (6,999)
- Money (6,369)
- Transport (5,043)
- Health and Wellbeing (4,980)
- Employment (2,823)

Support & Wellbeing

Welcome Events

SEPTEMBER WELCOME

This year's 'UofG Welcome' was the largest and most successful since its inception. The ethos of the Welcome is to be just that: inclusive, welcoming, and accessible to a diverse range of students beyond first-year undergraduates, hence avoidance of the dated term 'Freshers'.

We facilitated over 60 events throughout September. These included SRC-run events, alongside contributions from SRC-affiliated clubs and societies, student media, and the SRC-backed GUSA Sports Fayre. Our flagship event, the outdoor Welcome Fair, continued to develop, becoming larger and more vibrant than ever. Our outdoor film screenings in the Quads continued to be extremely popular, this year showing 'High School Musical' to an audience of hundreds.

Once again, we commissioned an independent contractor to evaluate and report on UofG Welcome.



Welcome Survey: Key Points

"The UofG Welcome format has been successful again this year and achieved a high level of attendance and has been perceived as a positive experience for many students who attended events across most demographic indicators."

"Respondents were overwhelmingly positive overall about UofG Welcome with 93% agreeing that it was a welcoming experience and a further 89% believing UofG Welcome to be inclusive. A further 85% cited that being involved with UofG Welcome made them feel more connected / attached to the University."

"When asked what the best thing about UofG Welcome was, nearly three-quarters (72%) stated that meeting new people was the best thing. Another 72% cited the great atmosphere."

"The SRC Helpers were cited as most helpful during UofG Welcome."

JANUARY WELCOME

'January Welcome' offered over 25 events in the second semester, featuring a lively ceilidh, a popular clubs and societies fair, and student group mixers. These events catered to diverse student interests, ensuring something for everyone.

Attendance analysis revealed a lower turnout in the first week of January compared to previous years. This might be due to the lower numbers of PG Taught students recruited, some of whom would usually start in January. We will continue evaluating the programme's effectiveness and consider alternative dates.



"Respondents were overwhelmingly positive about the UofG Welcome with 93% agreeing it was a welcoming experience."

Postgraduate Events

We were excited to bring another year of Postgraduate events to the Gilchrist Postgraduate Club which celebrated the variety in culture, heritage, and talent of our PG wide community.

As part of the UofG Welcome, many of our events saw us reach maximum capacity meaning we had to turn people away at the door. The following examples give a flavour of some of the activities delivered over the year for our postgraduate community.

GLASGOW INTERNATIONAL COMEDY FESTIVAL (GICF)

In March 2024, we hosted our second annual GICF lineup of events. We were thrilled to host our first event with the student club GLASS (Glasgow Stand-up and Sketch), who were in turn grateful for an opportunity to be in the GICF. We also showcased a special edition of The Diversity Quota dedicated to sharing culture and international voices. The majority of our performers this year had disabilities, reflecting our commitment to supporting people with access needs and the fact that the Gilchrist is one of the few wheelchair accessible performance venues in the West End (and in Glasgow as a whole).

THE DIVERSITY QUOTA

For years The Diversity Quota have been platforming minority voices from across Scotland trying to make a difference to the Scottish comedy scene by creating accessible, inclusive, and diverse comedy nights for acts and audiences alike. Their regular performance in the Gilchrist Postgraduate Club not only allows students to listen to new perspectives, but also gives them a reason to laugh.



DRAG 101

A drag night which showcases leading drag artists in Glasgow, run by two longstanding Queens within the scene. The aim of the night is to share different styles and types of performers to give the audience the full depth of what drag encompasses.

KINGO

This was our first year running Kingo – Drag King Bingo, as part of Welcome Week, and our first bingo event in the club. It was run by leading Drag King artist Dorian T. Fisk and was packed with our audience not only enjoying games, prizes but also a Drag performance.

CREATIVE WRITING OPEN MIC NIGHT

This event is run in conjunction with staff in Creative Writing. It's a chance for talented students to read out their writing in front of an audience, and for our audiences to hear the up-and-coming writers of our future.

KNITTING FOR FUN

A social knitting evening every other week on Mondays, which welcomes knitters of all levels to come together, socialise, learn new skills, and relax. This was our busiest year to date, with an average of 25 knitters joining together bi-weekly.

JAZZ SOCIETY LIVE MUSIC NIGHTS

A live music night featuring the student-run Jazz Society. Our welcome week event was incredibly popular, with a queue of people eagerly awaiting to attend. We supported the Jazz Society this year in giving a spotlight to their talented members who might not have otherwise gotten the opportunity, having vocalists perform for the first time, as well as

Support & Wellbeing

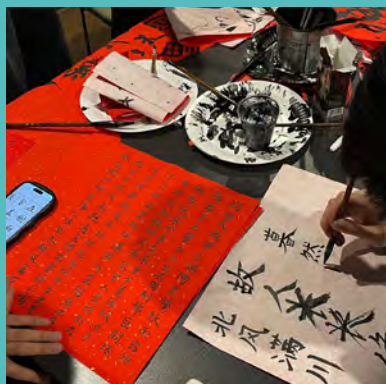
the highest number of female-led bands in the society's history.

"Jazz Society loves the opportunity these Gilchrist gigs present, as it allows us to give a spotlight to our talented members who might not otherwise have a chance to perform. In the past six months, we've had two of Jazz Soc's only vocal sets, as well as the highest number of female-led bands in the society's history. This year has been a great success at the Gilchrist and we are keen to take this forward for another year." - GU Jazz Society



CHINESE CULTURE WEEK

We run our Chinese Culture Week twice in the academic year with the Chinese Students and Scholars Association. These are always well attended and a great way for our Chinese students to share their culture with us, and to encourage fellow Chinese students to find a home away from home. Both events saw a week of students sharing traditional Chinese culture, including calligraphy, music, formal dress, and games to name a few.



BURNS NIGHT

We brought back our ever-popular Burns Night. This event was attended by a mixture of international students and UK students. Highlights included a haggis meal with whisky and Irn-Bru, piped in by our piper who was also our host, and a poet reciting and singing some of Burns' finest pieces. This night is a great way for us to share our Scottish culture with international students, who make up most of our Burns Night audience. We also keep the prices affordable, compared to other Burns Nights, hopefully enabling students on a lower income to enjoy this tradition.

OKTOBERFEST

Oktoberfest is run by the German Society, and we provide the space and publicity. This event prides itself on sharing German culture with our students, including traditional German attire, music, food, and of course, beer. The society members encourage attendees to speak or learn a bit of German as well.

"This year has been a great success at the Gilchrist and we are keen to take this forward for another year."

- GU Jazz Society

Campaigns

COST OF LIVING

We continued to contribute to the work of the University's Cost of Living Action Group (COLAG) and as part of this we lobbied for the introduction of free bus passes for students struggling to cover their travel costs to and from the University campus.

The University's Financial Aid Team can now issue flexi travel passes which enable students struggling with the cost of living to travel via bus for free for a period of up to 10 days at a time. We also worked with the Financial Aid Team to clarify the eligibility criteria for the Discretionary Fund to ensure that students who are currently in receipt of welfare benefits are aware that they can apply to and receive support from the fund without this impacting on their benefit entitlement. There was however limited 'buy in' to the group from some University services, resulting in the group stalling due to little direction or sense of purpose.



HOME STUDENT SUPPORT

Supporting 'home' or 'commuting' students continues to be a key part of our support and wellbeing aims. In March, we held our annual Home Students Day, designed to recognise and celebrate the significant number of home students on campus, while providing them with opportunities to make new friends.



HARM REDUCTION

Building on the work of previous years, we have made significant progress in advancing our Harm Reduction campaign. Last year, we successfully advocated for the creation of a Harm Reduction Working Group, facilitated by academic specialists and involving numerous stakeholders, including the SRC.

The Harm Reduction Working Group will work to raise awareness and address substance abuse issues both on campus and in the wider community. This involves collaborating with student clubs and societies, as well as engaging with external organisations such as local authorities, police, and charities. The project has evolved to include a comprehensive approach that integrates the University's policies, including the Code of Conduct.

The initiative aims to provide a safe and supportive environment for students by promoting a harm reduction framework for drug use on campus and exploring the establishment of a drug test distribution space. We are currently scoping the project with key stakeholders and ensuring that all perspectives, particularly those of students, are incorporated into the framework.

STUDENT CARERS

In 2022-23, we conducted a series of student focus groups and surveys to gather insights into the experiences of student carers. This work informed our proposed amendments to the University's Student Carers' Policy.

Our proposed changes include increased support for carers, requiring the University to reach out to all students who declare their carer status at the point of application, and implementing bi-yearly reviews of a student's carers plan. These amendments were unanimously approved at the September 2023 meeting of the University's Student Experience Committee (SEC).

We are now working closely with the University to ensure the revised policy is implemented promptly. We remain dedicated to advocating for our student carers and enhancing their university experience through these ongoing efforts.



Support & Wellbeing

MIND YOUR MATE

We rolled out our eighth iteration of the peer-led 'Mind Your Mate' programme during 2023-24. Originally lottery funded, the success of the project enabled us to attract University funding to continue its operation. Our Student Mental Health Trainers delivered training to 506 student/staff members over 40 workshops.

Feedback:

- 96% of participants are more likely to help a friend who is feeling down or depressed.
- 90% of participants would recommend other people attend the programme.
- 85% of participants are more likely to ask for help if they are feeling down or depressed.

"This was a very informative and inclusive programme that I feel everyone should have access to."

"Very well presented with engaging activities. Broadened my knowledge on the topic and was very useful."

"I attended the Mind Your Mate training as part of my preparation for my committee role. This training provided me with valuable resources and skills related to suicide prevention, which is essential for my role in supporting the mental well-being of my peers as welfare officer. Participating in the Mind Your Mate training helped me develop a deep-

er understanding of the signs and risk factors associated with suicide, as well as effective strategies for intervention and support.

The training emphasised the significance of de-stigmatising conversations around mental health, which aligns with our committee's goal of reducing stigma and fostering a supportive and inclusive environment."

MIND YOURSELF

We rebranded our Emotional Resilience Skills programme to 'Mind Yourself: How to Improve and Protect your Mental Health', to better complement our Mind Your Mate programme and increase engagement. Students must now complete both programmes to achieve their certificate and status as Mental Health Champions.

Following the rebrand we saw an impressive **340% increase in participation this year*** (220 participants across 19 sessions, compared with 50 participants last year).

340%
increase in
participation
following in
'Mind Yourself'
rebrand.*

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Feedback:

- 88% are more likely to access help if appropriate.
- 93% would recommend others to attend.
- 95% are confident they know eight practices that can improve their mental health.
- 91% are confident they know the two main qualities of emotional resilience and how they protect them from depression.

"Great workshop and student-led instructor. Was very informative and I would recommend to other students."

"Simple yet effective! Brilliant content, excellently delivered. Wonderful that students have this resource to access."

"I attended the Mind Yourself session and the insights from the session further highlighted some of the benefits of having mental health practices. The eight practices highlighted at the sessions proved beneficial in allowing me to be more intentional about practicing gratitude by recognising and celebrating our achievements as a team, and shaped my interactions with people; by making me kinder in my approach, more forgiving, and especially empathetic."

- Melody Nzubechukwu Iwuamadi, Nigerian Students' Society.

LET'S TALK ABOUT SEXUAL VIOLENCE

In collaboration with our GBV Counsellor, we reviewed and updated the Let's Talk workshop. The workshop sessions are collaborative, free, and open for all University students to attend.

This year, we delivered 17 workshops to 192 participants, including clubs & societies, Welcome/Freshers' Helpers, and as part of campaign weeks such as 16 Days of Activism against GBV and World Mental Health Day.

Topics covered include:

- Sexual consent, reflecting on societal messages about sex and how this might impact our understanding of consent.
- What consent is, and discussion around how to have clear communication around consent (both verbally and non-verbally).
- Scenarios of potential consent violations and how we might understand these experiences.

Feedback:

- 99% think this programme will have a positive impact on students at the University of Glasgow.
- 88% know how to access support if they are affected by sexual violence.
- 92% are confident about how to assess whether a sexual partner consents to sex.
- 92% know it is ok if they do not want to take part in sexual activities.
- 92% have a better understanding of how societal messages about sex can impact our understanding of consent.

"As a result of attending the Let's Talk about Sexual Violence workshop, I have gained a better understanding of the responsibilities I face as a member of the committee. Through the training, I gained a deeper understanding of sexual violence and the importance of creating a safe and respectful community. The course taught me the importance of consent, how to facilitate conversations around sensitive topics, and how to handle disclosures or incidents. Through this experience, I have contributed to a safer society culture and am able to respond appropriately to any related issues." - **Noura Mohammed Alblooshi, Emirati Society**

"I feel it is important for us to have the skills and knowledge to confidently address mental health and sexual violence to be clear we are here to support other students, and to be able to do so should someone need it. I also feel this made me more confident for a leadership role such as president as it taught me important skills I felt I was lacking which are important for managing and leading any team where issues may arise." - **Katherine Prentice, PGR Society**

GBV MODULE

This was the third year in which our online Gender-Based Violence Module was available on Moodle. Designed in partnership with Rape Crisis Scotland, the purpose of the module is to ensure that all students have access to education around healthy relationship dynamics, an understanding of GBV and the various forms it can take, and an awareness of the support available. This year 1,800 students completed the module.

FREE TEA & COFFEE

Following the success of the free tea and coffee scheme in the 2023 Spring Exam diet, we reached out to the University for assistance in running the scheme again. Two University departments (Commercial Services and Information Services) kindly allocated £4,000 to produce vouchers redeemable for a medium-sized beverage. Our student staff distributed vouchers at stalls in the James McCune Smith Learning Hub throughout the exam period. The vouchers could be redeemed at outlets on the main campus, as well as at Garscube and Dumfries. The scheme was extremely popular, with an estimated redemption rate of over 2,000 vouchers.



Support & Wellbeing

Services, Information, Publications

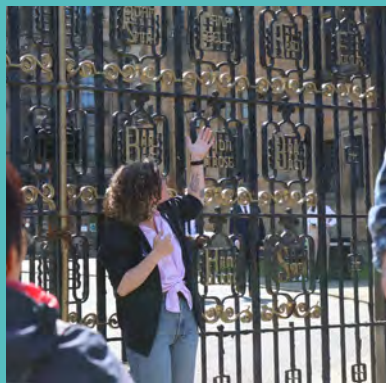
Our Support and Information Services and associated publications continue to be well used by students.

WELCOME POINT ENQUIRIES

The Welcome Point continues to serve as the primary contact point for student and visitor enquiries, making it an ideal introduction to the campus. Our student staff team have a broad knowledge of the University and City providing a much-valued service. In the 2023-24 academic year, our Welcome Point team managed 40,846 enquiries.

SECONDHAND BOOKSHOP

Following the closure of our secondhand bookshop due to declining demand (for an in-person trading facility), we launched our secondhand book service as an online marketplace. Students can now buy and sell course books directly with each other, keeping 100% of the profits from their sales. This free service is available through the website and the My SRC app, with over 289 users registered since its launch in September 2023.



STUDENT-LED HISTORICAL TOURS

This year we had 2,368 (1,953)² individuals on our scheduled tours. We also delivered 87 (75) privately booked tours and had a further 1,178 (1,142) visitors attend giving us a total of 3,546 (3,095) visitors over 2023-24.

We continue to work with University Conferencing and Events and the Schools and Colleges on running tours in partnership, as well as with international and local school groups. Ahead of the busy summer months, we have recruited a further six new student guides who have completed their training with a 'Blue Badge' trainer. We are now running a second daily tour at 11:30am from May to August to meet demand. These are currently seeing consistent attendance.

"I know how much the delegates got from the tours because any time I tried to state a fact about the University's history they knew it already from the tour! The conference was a huge success, and I'm glad the tours were there as an added opportunity to time travel and explore the past." - Willy

"I wanted to thank you for being so kind and helpful with changing my tour dates! We really appreciate it. The tour was amazing, and so fun. Bodil was such a friendly & knowledgeable lady. Our compliments to her for doing such a great job! We're currently back in the Netherlands again, but we've made some unforgettable memories in Glasgow." - Angela

² Previous year's numbers in brackets throughout section.

GLASGOW STUDENTS' NIGHTLINE

After a positive year, we continue to run our merged Glasgow Students' Nightline, for students studying at Glasgow University, Glasgow Caledonian University, and Strathclyde University.

Since May 2023, the service has:

- Open for 86% of the year (September – May, 172 shifts of 200).
- 86 IMs and 128 calls.
- Main topics were academic stress, mental health & anxiety, loneliness, relationships, and family issues.

GLASGOW UNIVERSITY SERVICE FOR THE HOMELESS (GUSH)

Students continue to collaborate with local charities, Help 4 The Homeless and Emmaus, to provide hot food and drink in the city centre for those who need it.



"Emmaus Glasgow provides 2 city centre soup kitchens a week – supported by an army of volunteers. Glasgow University Students volunteer Sunday evenings – 3 people every week regardless of the weather or other commitments. Having such a supportive and reliable group of volunteers ensures that this valuable work – providing food and support to over 4,000 people every year. Without Glasgow Uni students support we would not be able to provide the Sunday soup kitchens. The students are always hard working, en-

thusiastic and reliable. They've also attended review meetings and help structure and continue the work we do. We only used to provide this service on a Wednesday night and it was due to the Glasgow Uni volunteers that we started Sundays as they noted that there was no street soup kitchen on a Sunday and felt it was important to have one."

- Richard Allwood, Community Director at Emmaus Glasgow

PUBLICATIONS

The Student Guide, produced by GUSRC, has long been seen as the key introductory document to life in Glasgow in general, and the University of Glasgow in particular. Produced to high-quality print and design standards, 5,000 copies of The Guide were printed and made available to undergraduate and postgraduate students as part of Welcome Week.

Additionally, we reached out to private student accommodation providers to send copies of The Guide to their students. As with previous years, we reviewed all aspects of The Guide including design, content, and structure in order to produce a stylish and relevant document that will hopefully serve as a useful introduction to University life and the city itself.

"Without Glasgow Uni students (...) we would not be able to provide Sunday soup kitchens."

**- Richard Allwood,
Emmaus Glasgow**

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Student Opportunities & Community Engagement

Clubs and Societies Support

We continued to strengthen our support for our 336 affiliated societies, fostering a vibrant community of over 18,000 members. Our training programmes equipped society committees with essential governance, event planning, and financial management skills, delivered through group sessions and personalised one-on-one meetings.

We prioritised financial accessibility and transparency, streamlining processes for membership fees, event ticketing, and merchandise sales. Our advocacy for improved campus resources led to significant progress in addressing storage and space needs for societies, with new solutions set to launch next year.

We introduced a Clubs Lending Library, providing societies with essential equipment for their activities. Collaborations with GUSA and UofG Sport resulted in a new microsite for sports clubs, enhancing their management capabilities. These initiatives underscore our commitment to enriching the student experience and fostering a thriving campus community.

AFFILIATIONS & ENQUIRIES

As of May 2024, we have 336 (328)³ affiliated societies with over 18,000 members. During the year we responded to 7,612 (6,300) club enquiries through our Clubs & Socs mailbox, a 20% rise from last year.



HEAR (HIGHER EDUCATION ACHIEVEMENT REPORT)

For 2022-23, we processed 855 (847) HEAR recognition forms. At the time of writing, we have processed 889 out of 982 applications so far received for 2023-24. After successfully securing HEAR recognition for the Welfare Officer committee position in clubs and societies last year, we have also proposed to have the positions of Publicity Coordinator, and Events Coordinator recognised. The crucial position of Welfare Officer is proving to be particularly popular.

TRAINING

In order to provide society committee members with the skills to use our website's features, we delivered 22 (34) website training sessions, with an attendance of 689 (383) society committee members. Through this training, clubs gain access to a range of website features including membership management, event tickets and merchandise sales, a messaging system, store important documents, and are able to advertise their news stories.

In addition to website training, we also conducted committee induction sessions to ensure that club committee members are equipped with the knowledge and tools to effectively lead their societies. We provided comprehensive induction training to 510 (535) club committee members. With 23 (38) induction training sessions, we covered essential topics, including governance, event planning, and effective leadership.

CLUBS' FINANCES

We have seen a significant growth in societies' online sales this year, with £207,178 (£173,815) processed through our website. Additionally, we provide the clubs a holding account, allowing them to have their membership fees paid directly into this dedicated account. Through this system, an additional £156,311 worth of club funds has been processed, resulting in a total of **£363,489*** (£295,846) income managed for clubs this year for the year. Moreover, through the clubs holding account, we have processed expenditure payments amounting to £321,069.

Currently, 162 (98) clubs are using the holding account, benefiting from its secure financial management. Furthermore, an additional 76 (66) societies have established banking agreements with us, enabling them to use our website for their sales and subsequently transfer their income to their own society bank accounts. These initiatives have enhanced financial accessibility and transparency for our clubs, facilitating their financial operations and overall growth.

£363,489
of income
managed for
Clubs &
Societies.*

CLUB STORAGE AND SPACE ON CAMPUS REVIEW

Space on campus continues to be a problem for societies. In 2022-23, we conducted a thorough review of clubs' needs for dedicated storage space and venues to host their events and meetings on campus. Our research brought to light the importance of accessible spaces, increased availability, the ability to schedule activities during teaching hours, and the provision of storage opportunities for clubs and societies. A report analysing and summarising the research findings was submitted to various committees and senior University staff.



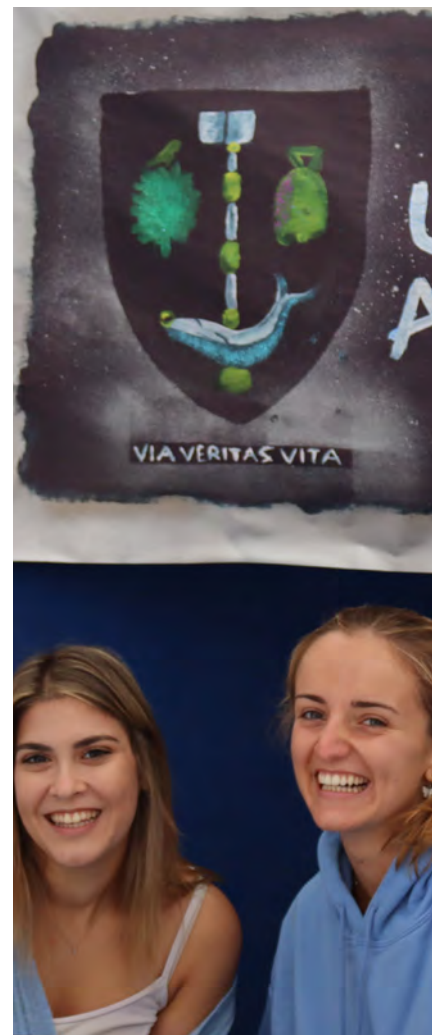
Building upon the recommendations from the report, we successfully advocated for the development of a dedicated storage strategy specifically tailored for clubs and societies. We have been working in collaboration with the University Estates team to bring this strategy to fruition. There have been some delays, but hopefully we are on track for the new storage solutions to become available in 2024-25.

CLUB EVENTS

There has been significant growth in the Club Events section of our website, over the past year showcasing 611 (516) club events generating ticket sales of 7,612 (10,403) across all events. Although the volume of ticket sales was down, the income processed for society ticket sales was still significant at £145,751.26.

UPDATING CLUB CONSTITUTIONS

Our team reviewed 300 club constitutions and assisted over 200 clubs in updating their complaints and conduct sections in line with the Ross Report recommendations. This has helped educate clubs on which issues can be resolved internally and where to report matters that cannot be addressed within the club.



Student Opportunities & Community Engagement

CLUBS LENDING LIBRARY

In January 2024 we launched our "Clubs & Socs Lending Library." The Lending Library is an online platform where clubs can create an account, browse an inventory of equipment, and reserve useful equipment for a period of up to one week.

The equipment included in the library is varied and all designed to assist clubs in their activities: from audio-visual / IT equipment such as a camera, laptops, PA machine, to practical event organisation items such as trestle tables, folding chairs, and desktop poster boards. To further support our societies, we offer the convenience of booking our card machine for events, enabling seamless sales processing for societies. This has proven especially popular.

As news of the library has spread, demand for its provision increases. It was launched in Semester 2 when typically, students are less receptive to new initiatives. We intend to build on this early popularity to expand the service and promote it more widely in the next academic session.

GUSA CLUBS PORTAL INTEGRATION

In the summer of 2023, UofG Sport and the Glasgow University Sports Association (GUSA) approached us for support with their clubs and societies management portal. Their existing software was becoming obsolete, prompting a search for alternative solutions. They had engaged in discussions with our web provider, Membership Solutions Limited (MSL), and were interested in explor-

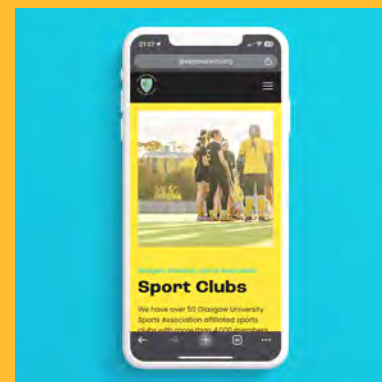
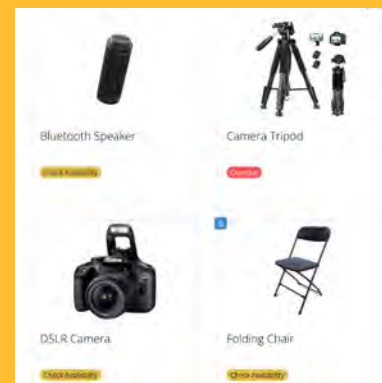
ing a similar system. Over the past year, we collaborated with GUSA and UofG Sport to create a dedicated 'microsite' on our *glasgowunsrc.org* platform. This microsite will enable GUSA Sport Clubs to list their clubs, sell memberships, purchase event tickets, and sign up for training sessions - similar to the capabilities available to our affiliated societies. The project is nearing completion and is set to launch in time for the next academic session.

The development of this new portal highlights the potential for partnership between GUSRC, GUSA, and the Sport department. We anticipate that the enhanced support for GUSA Sport Clubs will significantly improve the overall student experience at the University.

BIG IDEAS GRANT FUND

In 2022-23, we accessed funding to test the demand from Clubs and Societies, for support with larger scale events. We branded the initiative as the "Big Ideas Grant Fund."

The intention is to offer societies some assistance in organising events, such as hosting conferences or providing assistance procuring supplies for their activities or campaigns. This initiative complements our existing grant scheme, which provides up to £500 to assist clubs and societies in need, further enhancing our support for the University's clubs and societies community.



Volunteering

Our student body's dedication shines through in our impressive volunteering programme statistics. Throughout the year, 1,209 (758) volunteers engaged across 116 (65) different volunteering opportunities, facilitated by 71 (37) community and student-led providers. In total, 20,248 (8,820) hours were logged by our student volunteers – **a 129% on last year***.

Breakdown of hours logged:

- Campus Volunteering (4,799 hrs)
- Club/Society Committee volunteering (5,837 hrs)
- Club/Society Community Volunteering (2,007 hrs)
- Community Volunteering (2,563 hrs)
- External (2,254 hrs)
- GUSA Volunteering (1,032 hrs)
- Sport Volunteering in the Community (266 hrs)
- Student Representative Volunteering (1,490 hrs)

129%
increase in
Volunteering
hours
registered.*

UoFG VOLUNTEERING AWARDS

The UofG Volunteering Awards, introduced in 2022 by SRC Volunteering, commend students who selflessly dedicate their time to benefit others.

These awards aim to surpass the traditional avenues of volunteering recognition; they embody the transformative power of volunteering and the invaluable skills our students cultivate throughout their time at the University. The awards encompass a diverse range of volunteer activities, including SRC Volunteering projects, committee roles, sports coaching, and elected council positions.



Spanning Bronze to Diamond, the awards encourage students to reflect on the valuable skills they acquire, using the University's Graduate Attributes Framework as a reference. Following careful review and verification by staff, students receive personally signed award certificates that can be downloaded from their volunteer profile. Additionally, they can share digital certificates on platforms like LinkedIn, exemplifying their commitment to peers and potential employers.

Since they were established in October 2022, the awards have received 209 (76) reflective submissions, showcasing the remarkable impact of our students, and we expect next year to be even better.

The UofG Volunteering Awards celebrate volunteers' contributions and inspire a culture of volunteering throughout our university community.

UofG Volunteering Awards Distributed:

- Bronze: 122
- Silver: 54
- Gold: 23
- Platinum: 8
- Diamond: 2



Student Opportunities & Community Engagement

CLUBS & SOCIETIES VOLUNTEERING

Moving our volunteering portal to our website and membership management system has enhanced engagement with our club and society members, who often make significant contributions to the local community. Students in UofG clubs and societies can use our website or app to track their volunteering hours and skills development through their online profiles.

This system allows us to formally recognise their efforts and helps them reflect on and articulate employability skills gained through extracurricular activities. This year, Clubs and Society committee members logged an impressive 5,837 hours in their roles, plus an additional 2,007 hours volunteering in the local community.



"I chose to volunteer because this role offered me the opportunity to gain experience in a leadership position, and positively impact a great society that has enriched my student experience. I believe my volunteering has led the society to achieve unmet milestones from past research project teams and increased confidence in my abilities."

- Cejo Panickamannil, Glasgow University Biomedical Engineering Society (GUBMES)

STUDENT VOLUNTEERING WEEK

In February 2024, we took part in the UK Student Volunteering Week. We hosted several events and opportunities throughout the week, in collaboration with local charities, including:

Volunteering and Social Justice Fair

We invited our community and student-led partners to take part in our Volunteering & Social Justice Fair in the GUU in October 2023 and February 2024, to encourage and motivate students to participate in community and on campus volunteering.

Conversation Café

We continue to run our Conversation Cafés fortnightly during term time, with the help of our student volunteers. Our cafés are hosted in the Gilchrist Postgraduate Club's 'Wee G' and provide a welcoming and relaxing space for new and returning students to connect, improve their language skills, and make new friends.

"I chose to volunteer because I felt it would be a great opportunity to meet a diverse group of people and form relationships, grow in my confidence, and take part in improving students' experiences at the University."

- Boajorm Quaynor (Volunteer)



VOLUNTEERING, CLUBS AND SOCIETIES (VCS) AWARDS

Our annual Volunteering, Clubs and Societies (VCS) Awards celebrate the achievements of our student clubs, societies, and volunteers. This year saw 665 (793) nominations across our ten award categories.

VCS Award Winners:

- **GU Club or Society of the Year**
Handprints e-NABLE Scotland
 - **GU New Club or Society of the Year**
Earth Sciences Society
 - **GU Club or Society Event of the Year**
Student Theatre at Glasgow - STAG Nights
 - **GU Club or Society Fundraising Award**
Celtic Supporters Club
 - **GU Academic Club or Society of the Year**
Surgical Society
 - **GU Club or Society Collaboration of the Year**
Cultural Ceilidh (Nordic, Italian, Ñ de España, Francophone, Bulgarian, Latin American, and Portuguese Speaking societies)
 - **GU Inclusive Club or Society Award**
Digital Media and Information Studies Society
 - **GU Award for Campus Volunteering**
Iris Duane
 - **GU Award for Community Volunteering**
Emma Crawford
 - **GU Principal's Volunteering Award for Civic Engagement**
Chelbi Hillan
- The Ukrainian Society were also awarded as "Highly Commended" by the Principal.*



Community Engagement

Through SRC Volunteering, University of Glasgow students have the opportunity to find and pursue new interests whilst developing themselves as individuals and learning about life beyond the more structured learning environment.

ROYAL NATIONAL INSTITUTE FOR DEAF PEOPLE (RNID)

Our students volunteer in the community to help raise awareness of RNID's activities as well as other services and support available for deaf people and those with hearing loss and tinnitus. They also offer support and advice to NHS hearing aid users at RNID's Near You drop-in centres, by helping with basic maintenance and battery replacement; offering practical support to optimise hearing aids; and attending regular support sessions for hearing aid users.

"As someone who is interested in the cultural significance of sound – not only in music, but also more generally – volunteering with the RNID provides an opportunity to meet people whose relationship with hearing is substantially different from my own."

"Difficulty hearing can make conversation demanding, but something happens when you return someone's newly serviced hearing aids. First there is a smile, then a renewed confidence in the way they interact with the people around them. People often arrive at the RNID drop-ins reserved, but almost nobody leaves before having a lively chat!"
- Steven Myles, MSc Sound Design and Audiovisual Practice student

Student Opportunities & Community Engagement

SCHOOL VOLUNTEERING: SCOTLAND READS & GLASGOW COUNTS

Our students continue to provide paired reading and maths tutoring support to children through Glasgow Improvement Challenge's Scotland Reads and Glasgow Counts programmes. The programmes form part of a local authority initiative to raise attainment levels in literacy and numeracy across primary schools, particularly those listed high on the Scottish Index of Multiple Deprivation (SIMD). Student volunteers help make reading and maths a positive, enjoyable, and beneficial experience for school pupils.

"I love teaching children. I also find that literacy is important especially to young learners. With my contribution to the school, I hope that I have made some impact in improving the pupils' reading ability."

"My communication skills have improved through my interaction with pupils, teachers, and the school administrators."

- Fiona Farhain Gaspal, Scotland Reads Volunteer



GLASGOW TOOL LIBRARY

We partnered with Maryhill-based charity Glasgow Tool Library, who provide low-income households with affordable access to expensive tools and equipment for their home, garden, and hobbies. 99% of their items are donated, creating a grassroots circular economy that: benefits the community; encourages reuse, repair, and sharing; and reduces waste. Our students volunteer as librarians, helping to prepare and catalogue equipment for lending and supporting with community events. In November, our Glasgow Tool Library volunteers took part in a Community Build to help paint the main hall in the Shakespeare St. Youth Club in Maryhill.

BANK STREET AND AREA RESIDENTS AND TRADERS ASSOCIATION (BARTA)

Our student volunteers team up with BARTA each month for a local litter-pick, helping to make our campus and surrounding areas greener and cleaner for everyone.

"I am a strong believer of the positive impact connecting with local community has on individuals, especially when we are working towards a specific cause we truly care about. I also joined [BARTA] with the aim of learning more about ways I can build an environmental conscious lifestyle in a city I have never lived in before."

"My favourite part of being a BARTA volunteer is building a network with the local community"

while giving back to the society in small but impactful ways. Especially as an international student, feeling out of place is quite common. But getting to know people who share my values and have welcomed me with open arms has made my experience as a first year so much easier."

"I have become more socially aware while volunteering. While conversing with other community volunteers and committee members, I have gained more knowledge and insight on the laws around Scotland's environmental-related aims."

- Jahnavi Amara, BSc Molecular and Cellular Biology student



BLUE TRIANGLE

Blue Triangle is a Scottish social care charity, who provides person-centred support to empower people to thrive. Our students get involved as Activities Participation Support volunteers, helping to organise and run activities for the people Blue Triangle support in their services. Volunteers teach or pass on skills, and tailor activities to small groups or individual interests. Typical activities include game and movie nights, arts & crafts, music, or trips.



Photo credit:
AlasdairW - Wikimedia Commons
Drumchapel houses from 15 Linkwood crest.com J.P.S.

"...as an international student, feeling out of place is quite common. But getting to know people who share my values and have welcomed me with open arms has made my experience as a first year so much easier."

- Jahnavi Amara, Volunteer

3D DRUMCHAPEL

3D Drumchapel are a family support charity based in Drumchapel, committed to making a difference in the lives of children and their families in Drumchapel, Yoker & Knightswood by providing support, strengthening relationships, and empowering families to make positive changes.

The charity's Bairn Necessities project helps to save local families money by offering good quality children's toys, clothing, and equipment for free or at a low cost. All items are donated from the local community, business, and other organisations. Student volunteers help process and sort donations, helping to ensure that children do not go without appropriate clothing and footwear, toys, and other essential items.

"Glasgow University volunteers help out at both our play sessions and baby bank. They assist the family workers to facilitate play sessions within a safe and fun environment, we wouldn't be able to run these sessions without the support of volunteers."

"Having university students has been great, they have supported us to redistribute clothing to families within our community and helped provide fun play sessions and craft activities for the children that come along to our project."

- Gillian McFadden, Volunteer Development Coordinator at 3D Drumchapel

Student Opportunities & Community Engagement

Student Media

GUSRC continues to support various student media. This initiative offers numerous personal development opportunities, promotes student engagement, and fosters discourse and debate.



THE GLASGOW GUARDIAN

It has been a successful year for The Glasgow Guardian. With a team of 40 editors and around 100 contributors, they launched new sections and revived others (Environment, Profile), and they reintroduced in-house illustrations. Additionally, their news stories, like the Hikvision cameras investigation, garnered national attention, and their online social media engagement was very respectable.

Despite challenges like time constraints and funding issues, the Guardian continued to perform well at national competitions, winning Best Student News Brand at the Herald Student Press Awards and receiving nine accolades at the Student Publication Association National Awards.

GLASGOW UNIVERSITY STUDENT TELEVISION (GUST)

This year, GUST created more content than ever before having now fully recovered from a dip in engagement and recruiting a team of 25 volunteers. This included a full week's coverage during Welcome Week across campus.

They earned a Bronze for Best Cinematography at the National Student Television Awards (NaSTA) and secured £6,000 from the Chancellor's Fund for upgrading their filming equipment. GUST collaborated with several student groups and societies, held regular socials, video commissions, and also live-streamed events. These activities not only funded the station but also engaged new members and fostered enthusiasm for programme creation.



GLASGOW UNIVERSITY MAGAZINE (GUM)

As Scotland's oldest student publication, Glasgow University Magazine (GUM) continues to deliver high-quality commentary on culture, art, politics, and fashion. This year, GUM published three issues, widely distributed throughout Glasgow's West End.

The team, comprised of 15 editors and about 100 contributors (writers and artists), worked diligently to host successful events, produce the print editions, and expand the publication's online presence. Despite some challenges in funding their final edition, they successfully secured £3,900 from the Chancellor's Fund for the next academic year and held two well-attended launch events.



SUBCITY RADIO

Subcity Radio is an integral name in Glasgow's music scene, with a loyal, warm and thriving community spread throughout the city that enjoy and contribute to Subcity's traditions of high-quality broadcasting and fantastic events. Via the subcity.org website, the station has hosted cutting-edge music, local heroes, and world-class guests from diverse backgrounds since 1995. Subcity Radio broadcasts online 24/7 throughout the academic year. In 2023-24 the station had over 150 shows presented by a wide range of DJs, all with their own unique musical tastes.

Subcity Radio has an impressive reputation in Glasgow and further afield, attracting online listeners from a wide age-range of student, professional, and art & club-scene backgrounds. They consistently reinforce this reputation through various sell-out club nights and mixed-media events, and their audio and video content, along with almost 30-years of physical and digital history, is available on subcity.org, Mixcloud, and YouTube, for extended listening and archiving.

Student Media Awards

Glasgow Guardian

The Herald Student Press Awards 2024

- **Winner of Student News Brand of the Year**
- **Columnist of the Year:**
Katie McKay
- **Features Writer of the Year:**
Niamh Flanagan
- **News Writer of the Year:**
Athina Bohner

National Student Publication Awards 2024

- **Highly Commended for Best Publication**
- **Highly Commended for Best Investigation:** Jeevan Farthing and Athina Bohner
- **Special Mention for Best Investigation:** Athina Bohner
- **Highly Commended for Best Science Publication or Section**
- **Highly Commended for Best Science or Tech Piece:** Eve Zebedee
- **Highly Commended for Best Interview:** Jeevan Farthing
- **Special Mention for Best Interview:** Niamh Flanagan
- **Highly Commended for Best Culture Writer:** Jeevan Farthing

GUST

National Student Television Awards 2024

- **Bronze for Cinematography**



www.glasgowunisrc.org

THE UNIVERSITY OF GLASGOW STUDENTS' REPRESENTATIVE COUNCIL IS
A REGISTERED CHARITY IN SCOTLAND | REGISTRATION NUMBER SC006970

Court Context Card 18 June 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	Apr-24
Topic discussed at Committee	May-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 discussed a draft report detailing the responses to the 14 demands put forward by Glasgow Against Arms and Fossil Fuels Coalition (GAAF). During the discussion the Committee noted the extremely serious impact of the current conflicts in Gaza and Ukraine and the actions that the University was taking to support students and academic institutions who were directly affected by the conflicts. The Committee stated that in relation to the revision of the University's Socially Responsible Investment Policy this would be an ongoing process as responsible and ethical investment was constantly changing and evolving.</p> <p>The Committee agreed that the report should be recommended to Court for approval following revision to include proposed timelines for the actions, more details about the actions taken to date by the University and by clearly showing that this was a starting point for further review and enhancement of the current policies at the University.</p> <p>The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and that two budget scenarios had been developed.</p> <p>The Committee discussed the budget, forecast and investment plan for 2024-25 which Court will be asked to review and approve as part of Item 4 - Budgets 2024/25. It was noted that overall sector was facing challenging times with ongoing real term reductions in government funding and reduced international recruitment. GC reported that two budgets had been prepared, one assuming no growth from this year (Scenario two) and another outlined the University's ambition to return to the modest growth trajectory outlined in last year's budget (Scenario one)</p> <p>During the discussion it was noted that the Scenario 1 budget was £11m ahead of target and the free cash low point had improved by £21m to £40m in 2028 since the Committee meeting in March. In Scenario 2 the free cash low point remained negative from 2028 and savings of at least £10m per annum would be required to address this from 2026 onwards. While this provided significant opportunity, the University also needed to take care to continue to protect the University from downside risks, particularly as the investments would reduce free cash in each of Scenario 1 and 2.</p> <p>The Committee agreed to recommend to Court the final budget for 2024/25 and the forecast to 2027/28 and the associated investment plan.</p> <p>A workshop would be held in late August open to Estates, Finance Committee and Court members to provide an opportunity for final review of the Keystone business case in advance of the September Court cycle when it was expected to come forward for approval, assuming student number forecasts remained at or above Scenario 2.</p> <p>The Committee approved the investment requests for £6.3m for Project SIERRA, £4.1m for a new Enterprise Integration Platform (EIP), £17.7m for the construction costs for the external fabric (RIBA stages 5-6), plus design fees to progress the Renewal project until the end of RIBA stage 4, and additional investment request for £4m for the leased estate.</p> <p>The Committee noted that a proposal for Jonathan Loukes to become the Chair of the Finance Committee was being put to the Nominations Committee before a recommendation being made to Court.</p> <p>The Committee also approved: the addition of Canada Life as a counterparty for Money Market Funds; the addition of the Head of Research Office as a bank signatory; and extension of the overdraft facility for HSBC.</p>	
Topics to be discussed	Items not covered as part of Item 4 - Divestment Report and other items as Court wishes
Action from Court	to approve the Divestment Report and actions outlined in Annex 1
Recommendation to Court	the approval of the Divestment Report
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 29 May 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), Elspeth Orcharton (EO), Elizabeth Passey (EP), Hailie Pentleton-Owens(HPO), David Thompson (DT).

In attendance:

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

Apologies:

None

FC/2023/49. Summary of main points

- The Committee discussed a draft report detailing the responses to the 14 demands put forward by Glasgow Against Arms and Fossil Fuels Coalition (GAFF). During the discussion the Committee noted the extremely serious impact of the current conflicts in Gaza and Ukraine and the actions that the University was taking to support students and academic institutions who were directly affected by the conflicts. The Committee stated that in relation to the revision of the University's Socially Responsible Investment Policy this would be an ongoing process as responsible and ethical investment was constantly changing and evolving.

The Committee agreed that the report should be recommended to Court for approval following revision to include proposed timelines for the actions, more details about the actions taken to date by the University and by clearly showing that this was a starting point for further review and enhancement of the current policies at the University

- The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and that two budget scenarios had been developed.
- The Committee discussed the budget, forecast and investment plan for 2024-25. It was noted that overall sector was facing challenging times with ongoing real term reductions in government funding and reduced international recruitment. GC reported that two budgets had been prepared, one assuming no growth from this year (Scenario two) and another outlined the University's ambition to return to the modest growth trajectory outlined in last year's budget (Scenario one)
During the discussion it was noted that the Scenario 1 budget was £11m ahead of target and the free cash low point had improved by £21m to £40m in 2028 since the Committee meeting in March. In Scenario 2 the free cash low point remained negative from 2028 and savings of at least £10m per annum would be required to address this from 2026 onwards. While this provided significant opportunity, the University also needed to take care to continue to protect the University from downside risks, particularly as the investments would reduce free cash in each of Scenario 1 and 2.

The Committee agreed to recommend to Court the final budget for 2024/25 and the forecast to 2027/28 and the associated investment plan.

A workshop would be held in late August open to Estates, Finance Committee and Court members to provide an opportunity for final review of the Keystone business case in advance of the September Court cycle when it was expected to come forward for approval, assuming student number forecasts remained at or above Scenario 2.

- The Committee approved the investment requests for £6.3m for Project SIERRA, £4.1m for a new Enterprise Integration Platform (EIP), £17.7m for the construction costs for the external fabric (RIBA stages 5-6), plus design fees to progress the Renewal project until the end of RIBA stage 4, and additional investment request for £4m for the leased estate.
- The Committee also approved: the addition of Canada Life as a counterparty for Money Market Funds; the addition of the Head of Research Office as a bank signatory; and extension of the overdraft facility for HSBC.
- The Committee noted that a proposal for Jonathan Loukes to become the Chair of the Finance Committee was being put to the Nominations Committee before a recommendation being made to Court.

FC/2023/350. Declarations of interest

There were the following declarations of interest in relation to business to be conducted at the meeting: Arleen McGichen as Group Chief Internal Auditor for Royal London, as an ongoing declaration.

FC/2023/51. Minutes of the meeting held on Wednesday 27 March 2024

The minutes of the 27 March 2024 meeting were approved.

FC/2023/52. Matters Arising

No substantive matters were raised.

FC/2023/53. Interaction with other Court Committees & Court Coversheet

The Chair noted that the Court had requested that all Committee report coversheets should include key points that Court members should be made aware of and where possible Committees should agree at the points to be included at the end of the meeting.

FC/2023/54. Divestment

DD and JL outlined Paper 3 which was a draft report detailing the responses to the 14 demands put forward by Glasgow Against Arms and Fossil Fuels Coalition (GAFF). It was noted that the Working Group had met with representatives from GAFF and UCU to discuss their views and SMG had also provided input into the report.

During the discussion the Committee noted the extremely serious impact of the current conflicts in Gaza and Ukraine and the actions that the University was taking to support students and academic institutions who were directly affected by the conflicts. The Committee stated that in relation to the revision of the University's Socially Responsible Investment Policy this would be an ongoing process as responsible and ethical investment was constantly changing and evolving.

The Committee noted a number of suggested changes to strengthen the report and to ensure that it was a balanced report, recognising that as a Charity the University was not a

campaigning organisation and was bound by the University's charitable purposes. The Committee however recognised that some may feel that the report does not address the demands sufficiently. It was also important to recognise that divestment was a lengthy process as there was a requirement to protect the endowment funds that the University holds in line with the donors expectations and to ensure that students were able to benefit from scholarships and bursaries in the short term.

GC reported that no immediate changes to banking arrangements were being proposed, however this would be reviewed once the outcome of the exercise by the University of Cambridge was known. The Committee also noted that a number of the areas in the report were related to the governance of other committees, and these would be involved as the actions were taken forward. The Committee agreed that a separate working group would be set up to review of the University's Socially Responsible Investment Policy following input from SMG and with input from the Investment Advisory Committee via its chair also the plans for the investment strategy and endowments funds.

The Committee agreed that the report should be recommended to Court for approval following revision to include proposed timelines for the actions, more details about the actions taken to date by the University, widening some of the context to reflect the University's general approach to those affected by conflict and by clearly showing that this paper was a starting point for further review and enhancement of the current policies at the University.

FC/2023/55. Recruitment Update

GC provided an update on the recruitment outlook for 2024/45 for PGT international students and it was noted the outlook was still uncertain. It was noted that the budgets continued to be based around 2 scenarios and that a number of universities were facing similar uncertainty in student numbers. While the level of certainty over numbers was currently low given the point in the cycle the current expectation was that the outcome would be between Scenario 1 and 2, possibly around the mid point.

During the discussion it was reported that a key area for the budget process was protecting the operating margin and building a flexible approach for the next financial year. The nominations for student accommodation would continue to be monitored along with the benefits of the timetabling project. Senior managers continued to work closely with key colleagues in the Colleges to ensure that there was awareness of the current uncertainty in the budgets for 2024/25.

The Committee noted that by the next Committee meeting in September 2024 the international PGT numbers should be more certain.

FC/2023/56. Budgeting and Investment Plan 2024/25

GC and FC outlined Paper 5 which summarised the budget, forecast and investment plan for 2024-25. It was noted that overall sector was facing challenging times with ongoing real term reductions in government funding and reduced international recruitment which were creating significant pressures, leading to cost cutting across the sector, with almost 60 institutions announcing severance schemes as these pressures stretched the financial sustainability of Universities and a funding model that was predicated on international recruitment.

GC reported that two budgets had been prepared, one assuming no growth from this year (Scenario two) and another outlined the University's ambition to return to the modest growth trajectory outlined in last year's budget (Scenario one). Initial budgets would be set at Scenario two and would then be uplifted based on the final recruitment position and 50% margin on international income. While there was still uncertainty on the final international recruitment

position forecasting to date indicated the University expected to land between scenario one and two, although this would need to be continued to be monitored through to September, particularly as the University experienced reductions at the end of last year's recruitment cycle. It was reported that the priority themes of People First, Research Power and Funding, Enabling Growth, Student Experience and Service Excellence were the priorities for the budget period. As a result of these investments and operational budgets the main outcomes for the University over the budget period to 2028 were:

- [REDACTED]

During the discussion it was noted that the Scenario 1 budget was £11m ahead of target and the free cash low point had improved by £21m to £40m in 2028 since the Committee meeting in March. In Scenario 2 the free cash low point remained negative from 2028 and savings of at least £10m per annum would be required to address this from 2026 onwards [REDACTED]

[REDACTED] This involved significant commitments in Estates and IT projects, in particular the Keystone building which remained a priority in both Scenario 1 and 2. While this provided significant opportunity, the University also needed to take care to continue to protect the University from downside risks, particularly as the investments would reduce free cash in each of Scenario 1 and 2. It was also reported that banking covenants were forecast to remain within compliance throughout the long-term cash flow.

The Committee agreed to recommend to Court the final budget for 2024/25 and the forecast to 2027/28 and the associated investment plan.

FC/2023/57. Investments Applications

FC/2023/57.1 Project SIERRA (Shaping Integration Enterprise Reporting Research & Accounting)

John Cummings briefly outlined the investment request for £6.3m which covered the initial costs to stand up 20 essential resources for three years including 8 business resources (and/or backfill roles) and 12 critical project resources to enable the project to commence. Agresso ERP was a business-critical application for the University that facilitated key business operations across all areas including finance and research and following the announcement to end life support for the on premises solution there was no choice but to replace this system. It was noted that the resources would remain constant regardless of the ultimate technology solutions and represented key roles within the project team. The Committee also noted that the overall Project cost was currently included in the Investment Plan at £25m (estimate) and

that further funding requests were likely to come in November 24 to cover next phase of recruitment and also in the Summer of 2025 for the preferred vendor.

The Committee approved the investment request for £6.3m for Project SIERRA. The Committee discussed the increasing profile that the project would have over time and that this would become a regular agenda item on both Finance Committee and Audit and Risk Committee. It also commented on the potential size of the project – with implications for Finance resource management, and the risks associated with it and the need to ensure it was tightly managed.

FC/2023/57.2 Enterprise Integration Platform

Neil McChrystal briefly outlined the investment request for £4.1m which the costs of a new Enterprise Integration Platform (EIP). An EIP was a technology solution which facilitated communication between systems in a centralised and managed way, making linking disparate systems together simpler, whilst encouraging standards and reuse. IT were also proposing the introduction of an enduring team to support this new platform. Together, this new capability would allow the University to not only support new initiatives and transformation programmes such as Onboarding, Curriculum Management, and the upcoming Agresso migration, it would also facilitate a programme of replacement and modernisation of our existing integrations.

The Committee approved the investment request for £4.1m for the new EIP.

FC/2023/57.3 Library Annex

PH briefly outlined the investment request for £17.7m for the construction costs for the external fabric (RIBA stages 5-6), plus design fees to progress the renewal project until the end of RIBA stage 4. Once the design of the renewal was complete, further approval for the construction costs would be sought. In order to work within the forecast budget, the aim was to develop the scope of the renewal in such a way that it prioritised the most critical building services upgrades first and foremost to ensure that it addressed the serious issues with the internal environment, such as overheating and unreliability of critical M&E etc.

The Committee noted this was essential from a Health & Safety perspective and approved the investment request for £17.7m for the Library Annex External Fabric.

FC/2023/57.4 Leased Estate

PH briefly outlined the amendment to the investment request which was submitted to the Finance Committee in January 2023 for £29.4m. The original proposal was to exit L6 Tay House and consolidate into a new lease of all four pavilions at Berkley Square, for 10 years, where the University already occupied two pavilions (on the assignation of Vodaphone' lease and retain L1 Tay House on new lease terms (5 years). The intention was that Professional Services would occupy Pavilions 3&4 and Glasgow International College (GIC) would occupy Pavilions 1&2 however due to significant growth of students, Pavilions 1&2 could no longer accommodate GIC's projected growth.

An alternative solution had been identified at Sky Park which better fitted the University's requirements. The current proposal was to take 2 Pavilions at Berkeley Square plus additional space at Sky Park (81,554 sqft) at a cost of £33.9m (£41.54 per sqft) which was an increase of £4m on the original.

The Committee approved the additional investment request for £4m for the leased estate.

The Committee noted that it would be beneficial to have an overview of the GIC funding model and it was agreed that a paper would be prepared for a future meeting.

FC/2023/58. Investment Approval Pipeline

The Committee noted Paper 10 which provided an outline of the investment approvals coming forward. It was noted that the paper would be refined prior to coming back to the Committee on a regular basis to provide an overview of the investment plan.

FC/2023/59. Director of Finance report

FC/2023/59.1 Directors Update

GC also outlined the Director of Finance report and the following areas requiring a decision were discussed:

- Canda Life – the committee approved the addition of Canada Life as a counterparty for Money Market Funds.
- Bank signatory – the committee approved the addition of the Head of Research Office being added as a bank signatory.
- Overdraft facility – the committee approved the extension of the overdraft facility for HSBC as outlined in the report.

FC/2023/59.2 Student Debt

A query was raised about the levels of student debt and it was noted that the change in the payment profile of students paying by payment plan was contributing to debt increase of £19.5m on prior year, the overall debt figure included £2.6m of debt where students had defaulted on their payment plans - circa 900 students, although this had been significantly reduced to around 100 students by the date of the meeting. The Committee also noted that the devaluation of currency and in country bank challenges in Nigeria was impacting a particular cohort of students and potentially TETFUND sponsor's ability to pay – the value was circa of £1.5m across 185 students and 1 sponsor. It was reported that the Financial Aid team continued to support students affected.

FC/2023/60. Table of Actions

Action	Date Due	Notes
Committee members to provide ongoing feedback in relation to the papers issued	ongoing	Members of the committee
Following amendment of the Divestment Policy recommend to Court the approval of the suggested actions	June 2024	University Secretary/ Chair of Working Group
Approval for £6.3m for Project SIERRA	May 2024	Executive Director of Finance
Approval for £4.1m for the EIP	May 2024	Executive Director of Finance
Approval for £17.7m for the Library Annex External Fabric	May 2024	Executive Director of Estates
Approval for £4m increase for leased estate	May 2024	Executive Director of Estates

GIC Funding Model	Autumn 2024/Spring 2025	Executive Director of Finance
Refine the 6 month overview of the investment requests	September 2024	Executive Director of Finance
Approval of addition of Canada Life as a counterparty for Money Market Funds	May 2024	Executive Director of Finance
Approval of the addition of the Head of Research Office as a bank signatory	May 2024	Executive Director of Finance
Approval extension of the overdraft facility for HSBC as outlined in the report	May 2024	Executive Director of Finance
Benefits realisation update	September 2024	Executive Director of Finance

FC/2023/61. AOB

The Committee discussed the items to be in the Court cover sheet and these were agreed.

FC/2023/59.2 Committee membership

The Committee noted that this would be Elizabeth Passey's last meeting as Convener of Court and Committee member as she would be stepping down on 31 July 2024 in advance of its next meeting. The Chair noted that Elizabeth had been the Convener of Court and a member of Finance Committee for 8 years. The Committee warmly thanked Elizabeth for her contribution and dedication to the University and wished her well for the future.

The Chair also thanked Hailie Pentleton-Owens as this would be her last meeting as her time as SRC President was due to end on 30 June 2024. The Committee wished Hailie all the best for the future.

FC/2023/59.2 Chair of Finance Committee

The Chair reported Jonathan Loukes would be recommended to the Nominations Committee to take over the Chair of the Finance Committee from 1 August 2024 as he was due to take up the role of Convener of Court shortly. The Committee thanked the Chair for all his hard work in relation the Committee and look forward to welcoming him back to the Committee as Convener of Court.

FC/2023/62. Date of Next Meeting

The date of the next meeting was noted as 11 September 2024.

Court Context Card 18 June 2024 Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (15 May 2024)
Topic last discussed at Court	Last report to Court was 17 April 2024
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convenor), Professor S Kennedy, 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 15 May, the Estates Committee discussed:</p> <ul style="list-style-type: none"> - the Estates Investment Plan for 2024-25. The Plan was approved by the Committee - the proposal for partial demolition of Anderson College, as part of wider plans for commercial developments on Church Street. The Committee supported the proposal - revised plans for the leased estate involving less space in Berkeley Square and new space in Sky Park. The Committee approved the plans - a progress report on the accessibility and inclusion review - continued issues with the implementation of the reactive and planned maintenance contract. This included progress in high level contract negotiations, work on contract monitoring with steady performance improvements from a low base, and internal contingency planning for alternative ways to resolve these issues. The Committee will continue to monitor this closely - further data on the Gilmorehill campus townhouses, as a basis for a strategy to address their use and condition. <p>The Committee also:</p> <ul style="list-style-type: none"> - approved the business case for £17.68 million for works to the external fabric of the Library Annex and design fees for renewal of the Annex - considered an update on capital investment, a report on health and safety compliance, and the Estates risk register - agreed that Linda Hanna should be appointed Vice-Convenor.
Topics to be discussed	
Action from Court	
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held in room 146, Clarice Pears Building
Wednesday 15 May 2024

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

In Attendance: Ms N Cameron, Mr C Ewing, Mr D Hall, Mr D Harty, Mr A Griffin, Mrs L Shaw, Mr C Elsby, Mrs L Davidson, Mr D Burt, Mrs K Y Biggins (Clerk)

EC/2024/29 Apologies

Mr Hoggan welcomed all and noted apologies received from Professor Muscatelli, Mr S Good and Ms H Pentleton. Gratitude was expressed for the valuable contributions of Ms. Pentleton throughout the past year.

EC/2024/30 Declaration of Interests

Mrs Hanna drew attention to the innovation work she is undertaking for the University, which related to the agenda item on Anderson College.

EC/2024/31 Minute of the meeting held on 12 March 2024

The Committee approved the minute as an accurate record.

EC/2024/32 (a) Action Tracker

29 Future Estates Committee Activity 2024 information - The Committee were asked to read and provide any comments to the Convenor/Exec Director of Estates. Ongoing.

30 Map detailing Townhouse location and size of properties. This is today's agenda item no 10. Closed.

(b) Future Estates Committee Activity

This was provided for comment outside the meeting.

EC/2024/33 Role of Vice Convenor of Estates Committee

Mr Hoggan highlighted the importance of having a vice convenor to handle situations of conflict of interest or when the convenor is unavailable. The Committee agreed that Mrs Hanna would take on this role.

EC/2024/34 Estates Investment Plan 2024-25

Mr Haggarty referenced paper 5.

The latest iteration of the plan, presented to SMG, outlines an overall investment of £1.85 billion over 15 years, aiming to address various pressures within a fixed budget.

Two scenarios were discussed: Scenario 1 includes Keystone with 36,000 students, while Scenario 2 also includes Keystone but with flat student numbers. Mr Caldow noted that we are currently likely to land between the scenarios.

Major projects in progress were highlighted, with a focus on campus enhancement and infrastructure maintenance.

Priorities and their priority numbers were agreed upon and shared with colleges, with ongoing work on learning spaces and sustainability efforts.

Feasibility studies, with a limited budget, are selectively initiated due to high demand, with a focus on projects that are achievable and realistic for delivery.

There is recognition of the need to balance investment between maintenance and asset management.

External funding through fundraising efforts is being sought to support particular projects, with a reserve budget of £50 million for unplanned capital expenditure.

The Committee discussed strategic acquisitions and ongoing review of residences.

Agility within the strategic framework was emphasised, along with the need for robust business cases.

Updates on student numbers indicated uncertainty, with monthly updates provided to carry out projections. Changes to student visas in relation to dependants will also possibly impact numbers.

The Committee approved the 2024-25 Investment Plan in principle.

EC/2024/35 Anderson College (Partial Demolition)

Ms Cameron referenced paper 6.

Approval is sought to proceed with plans for the corner site. The Council was initially hesitant about demolition due to a lack of long term development plans for the College. However, as plans are now being developed GCC are likely to be more receptive. Demolition costs are rising. Ms Cameron explained that additional costs are incurred due to the building being attached to a listed building which needs to be made good.

There is recognition that the worst-case scenario depends on the condition of the newly exposed sandstone façade during demolition. If the rear section of the building is not removed, social space requirements for a new student residence cannot be met. Mr. Duncan clarified that the entire listed building needs to remain. Ms Cameron is looking at a master plan for the whole site, including hotel use and other university activities, as this site serves as an obvious gateway to the University. The Committee supported the proposal.

EC/2024/36 Leased Estate Update

Ms Cameron referenced paper 7.

In January 2023, the Committee reviewed proposals for the leased estate, aiming to consolidate teams in Berkeley Square and Tay House, levels 1 from level 6. Additionally, several other spinouts, like Innovo at Strathclyde and Olympia in Bridgeton, were mentioned.

Initially, the plan was to take 4 pavilions at Berkeley to accommodate the relocation of colleagues from Tay House, level 6 and GIC from Anderson College. However, due to the growth of GIC, an alternative plan involving Skypark is being considered. GIC had been positive about this location and discussions with the landlord are promising. Consequently, the additional two pavilions (Nos 1 & 2) were deemed unnecessary.

Mrs Hanna inquired about the significance and duration of GIC's growth. Mr Duncan explained that efforts are being made to ensure resilience in the pipeline of international students, aiming for a growth to 1500 students per year. Contracts are reviewed every 5-7 years. Ms Cameron highlighted that the space at Anderson College is used for teaching, facilitating seamless integration of international students into the University population.

Mr Kennedy raised concerns about moving to an off-campus location, but Ms Cameron responded that GIC has positively evaluated Skypark. The Committee acknowledged the good transport links and proximity to existing student accommodation and supported the proposal.

EC/2024/37 Accessibility and Inclusion Review

Mr Elsby joined the meeting and referenced paper 8.

During the DEG meeting, it was discussed that a new audit on Campus Accessibility would be initiated, utilising the existing 'AccessAble' survey with a view to enhancing accessibility across the campus. A new group, the Estates Sub-Group to DEG, comprising Heads of School, Executive Director of Estates as Chair, is being established. The plan is to discuss the proposed priorities with input from Schools. Terms of Reference (TOR) have been issued, and meetings will start soon, utilising available information.

Mr Kennedy emphasised the importance of this initiative and appreciated the focus on accessibility. The Unions, with members specialising in this area, could offer assistance and valuable insights. The decision on whether a space is adequate will be guided by input from the Schools to determine requirements. Professor Brendle suggested utilising periodic subject reviews as a useful platform, as changes in teaching methods are often driven by inadequate facilities.

Mr Elsby pointed out that modernising historic buildings poses challenges. There is internal space within Hillhead Street that could be repurposed. The Committee expressed support for ongoing efforts to improve accessibility.

EC/2024/38 Executive Director of Estates Report

Mr Haggarty referenced paper 9.

The focus since the last Committee meeting in March has been on:

- Restructure of the Facilities Management Team under two new Assistant Directors (Hard & Soft FM)
- Keystone Stage 4 design development and Target Price procurement activities by Multiplex
- Keystone completion of enabling works
- BRF/Matrix Stage 2 design development and options review
- Workspace 2030 University Services
- Innovation Stage 2 design development (Plot J)
- Residential Stage 2 design development (Plot E)
- Facilities Management Contract
- Construction Framework Renewal tender process.

The aim is to significantly reduce Infrastructure Project defects by June 2024.

ASBS fit-out works on level 6b are progressing well, with the level 1 café now set to be completed by August 2024.

Biological Research stage 2 design development is underway, focusing on option 1 of the Prism.

Assetworks project delivery is expected by September 2024.

Ongoing staff training was continuing within Facilities Services.

The University was participating in "No Mow May" campaign to boost wildflower growth.

We were currently drafting a strategy for a longer-term Fire and Security maintenance solution from 2025, in collaboration with the Procurement team.

The University Workspace Futures 2030 program continues with staff decant from level 6 of Tay House and preparation of new space at Berkeley Square.

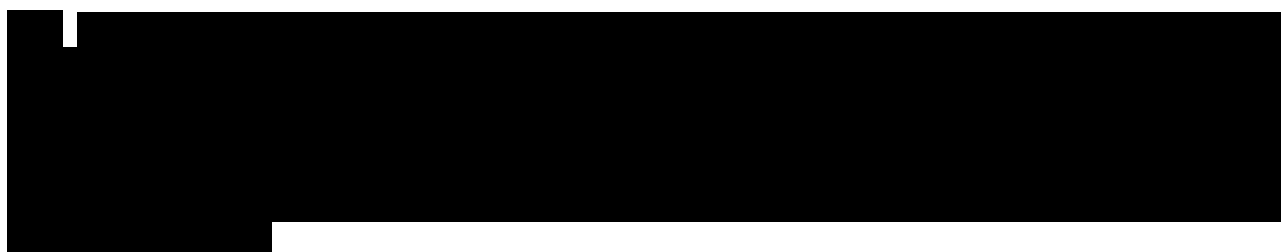
There was a continuing focus on space management and planning for efficiency.

Communication and engagement with Estates Directorate staff through the 'Big Conversation 2024' series of workshops was continuing, with positive participation and feedback.

A staff lawn bowls event was scheduled for 22 May.

The Directorate's financial position at the end of March shows a £3.3m overall underspend, split across various categories.

Security has faced challenges leading to increased overtime, with efforts to adopt more efficient ways of working.



Craig Ewing is in post as Assistant Director of Facilities (Hard FM) and Lorraine Shaw as Assistant Director of Facilities Services (Soft FM). Director of Projects interviews were taking place today.

Mr Caldwell mentioned that the decision regarding Keystone will be taken to Committees by the end of the year. Additionally, there is a workshop scheduled for August to plan for this decision.

EC/2024/39 Townhouse Surveys

Mrs Davidson referred to campus maps shared with the Committee, focusing on the North side of the campus and the former domestic townhouses, villas and terraces. The first map outlined locations in pale blue, with red indicating other surveyed sites that may factor into future plans. The second map depicted the current use of buildings, with residential spaces primarily occupied by students.

Mr McIntyre observed that building utilisation is sub-par. Ms Cameron highlighted the varied uses of the townhouses. Teaching occurs in some, but the experience is not consistently positive. There was a suggestion to consolidate usage to better utilise space cohesively.

Mrs Davidson mentioned that while some building works have been undertaken, there are outstanding requirements. Mrs Hanna inquired about the total cost, estimated at c£140 million by Mrs Davidson. Mr Haggarty warned of considerable risk due to poor legacy works and potential discoveries of defects.

Mr McIntyre emphasised ongoing costs and the Council's role in any future works. He suggested continuing consolidation efforts, considering functional criticality, costs and investment. Ms Cameron noted the northern side of the Campus is also a conservation area.

Mr Kennedy advocated retaining as many assets as possible, given the challenge of reacquisition in the future, and consolidation seemed sensible. Any works should be done on a large scale rather than piecemeal to ensure building resilience.

Mrs Davidson proposed conducting works on scale if retention is decided upon, followed by maintenance. Ms Cameron stressed a long-term perspective, with a minimum 10-year horizon, aligning with learning and teaching strategies and workplace futures.

EC/2024/40 Estates Risk Register

Mr Hall referenced paper 11.

Shortage of teaching space continues with particular challenges at Vet School, Computing Science and SPS.

Construction inflation is steady.

Procurement of a new system to replace CMIS will go to ITPFC on 10 June and Investment Committee in August.

Utility price reviews are ongoing and there is a limit to what we can achieve, supported by APUC advanced purchase. Roddy Yarr is working on Energy Security Risk; Utilities security risk will be brought back in future months and fully updated.

EC/2024/41 Safety & Compliance Report

Mr Harty referenced paper 12.

Recruitment is in progress for the Compliance Adviser and Fire Safety Adviser roles.

Contractor and Internal Trends: we are reviewing ongoing trends for both contractors and our own operations.

No Falls Week Initiative: Currently underway (13-17 May), with the compliance team supporting contractors and university colleagues to raise awareness about safe working at heights.

Slips, Trips, and Falls: Focusing efforts on areas with near-miss reporting or needing further discussion, particularly related to RIDDOR-based accidents.

Taylor and Fraser Directors presented their safety approach to address concerns raised. A further safety review meeting is planned to track progress.

CBRE Spot Audits had identified non-compliance in some areas. A meeting and workshop was planned to ensure mitigation measures are in place.

Water Hygiene Management: Sanctuary manages the residences program. Concerns had been raised at Murano Street. Conversations were ongoing to align processes. Mr Kennedy suggested involving Unions to support safety champions and risk assessment processes.

EC/2024/42 Investment Projects Update

Mr Hall referenced paper 13 and highlighted the following points:

Major projects

The £19.2 million increase is largely the result of a transfer of sustainability costs to Keystone, partially offset by £3.1m reductions elsewhere.

There was no change to the 15 year forecast vs (2) previous period. Contingency is £1.2m lower due to the transfer of funds. Keystone was £22.3m higher due to transfer of Sustainability costs from Sustainability area to the project i.e. costs for years 23/24 to 26/27. The ASBS cost share is being offset.

There is an Infrastructure claim caused by City Fibre laying cables in University Place and University Avenue. Disruption on Western Site due to delayed access and stone works also forms part of the claim.

Contingency: no significant changes.

RAG summary: 3 red projects – including Library time and cost.

Grand stair, stained glass windows was planned for installation at the end of July

Computing science growth – South Park delay and cost.

Portfolio overview – Keystone work continues to target price with advance meetings commencing at the end of May. The Contractors Framework launch had concluded. The Lead Advisor framework had commenced with view to end of October completion.

Mr Kennedy asked about the co-ordination of Byres Road works by Glasgow City Council (GCC) and whether the University is consulted. Mr Hall explained that although the University has good contacts within GCC, it is apparent that GCC supervision of their contractors is less visible than for the University and therefore the standards are set by the contractor rather than by GCC.

EC/2024/43 Committee Reports for Approval

Mr Haggarty referenced Item 14a Investment projects approved under delegation, noting Plot J Innovation and Plot G Design had been approved out of cycle.

Mr Burt presented the papers for Library Annex external fabrication, item 14b.

£17.68 million is allocated for upgrades, split between cladding and mechanical and electrical systems. The upgrades aim to extend the building's life expectancy, address known fabric issues, and ensure effective operation. Student satisfaction surveys have highlighted temperature and space issues. Although there is no legal requirement to replace cladding for non-residential buildings, the building is heavily occupied, with valuable collections housed within. The cost reflects a revised methodology and value engineering following tender submission. Mitigation measures have been implemented following the discovery of cladding issues. The roof is at the end of its life and contains combustible materials. The annex building is a vital part of the teaching and learning program and falls within asset management. Mr Griffin advised the updated capital plan includes £23 million for these upgrades. The Committee approved the scheme.

EC/2024/44 AOB

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

EC/2024/45 Schedule of Meetings for 2024/25

Tuesday 27 August 2024 9.30am - 12.30pm

Tuesday 22 October 2024 9.30am - 12.30pm

Tuesday 14 January 2025 9.30am - 12.30pm

Wednesday 12 March 2025 9.30am - 12.30pm

Wednesday 21 May 2025 9.30am - 12.30pm

Court Context Card June 2024 - Minutes from Information Policy and Strategy Committee on 16 May 2024	
Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
Speaker role	IPSC Chair
Paper Description	Minutes of Meeting on 16 May 2024
Topic last discussed at Court	
Topic discussed at Committee	See summary below
Court members present	L Khaliq, G Stewart
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	For Information
Paper Summary	
IPSC continued its focus on cyber security issues with areas highlighted where further work would be undertaken to ensure the University's systems were secure. A new cyber security report format was agreed, which would allow for more rigorous monitoring of cyber security and information protection. The report set out plans over a three-year period.	
IPSC reviewed the Information Services Investment Plan and approved the budget for onward transmission to Finance Committee as part of the University's overall budget.	
IPSC approved the Business Case for a new Enterprise Integration Platform (EIP). Boomi, a leading cloud-based integration platform, had been selected as the preferred platform.	
IPSC approved progression of the Business Case for a new Enterprise Resource Planning (ERP) system to replace the University's current ERP, Agresso. The stand-up resources of £6.3m to support this were approved. This would cover the initial costs to stand up 20 essential resources for three years including 8 business resources (and/or backfill roles) and 12 critical project resources to enable the project to commence. The overall Project cost included in the Investment Plan was estimated at £25m.	
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 Thursday 16th May 2024 at 08:30 on Zoom

Present: Frank Coton (Chair for Items 1-5, 8-11), Laic Khalique (Chair for Items 5, 6), Nina Douglas, David Duncan, Susan Ashworth, Gregor Caldow, Paula Donoghue, Billy Howie, Mark Johnston, Alun McGlinchey, Chris Pearce, Kenneth Robertson, Gavin Stewart

Attending: Neil McChrystal, John Cummings (Item 7 only), Andrea Roy (Clerk)

Apologies: Hailie Pentleton-Owens, Philippe Schyns, Bethan Wood

1 Minutes of the previous meeting

The minutes of the previous meeting held on 13th March 2024 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of actions

The IPSC Action Tracker (Paper 2) was reviewed.

- **IT Code of Conduct:** The updated policy was due to be discussed at a meeting later in the day. An update would be presented to the next IPSC.
- **Cyber Security Reporting to IPSC:** Format agreed, action closed.
- **Enterprise Integration Business Case: System Boundaries/Transformation:** Enterprise Integration was included on the agenda under Item 6.
- **Project Eos:** Action closed

ACTION: AM

There were no further matters arising.

3 Information and Cyber Security

David Duncan (DD) and Alun McGlinchey (AM) presented the Cyber Security Report (Paper 3). DD advised that the report had been viewed favourably by auditors during a recent visit to the University.

Bar Index	Relative Length (Estimated % of Max)
1	95
2	90
3	55
4	88
5	60
6	95
7	35
8	90
9	100
10	5

[REDACTED]

[REDACTED]

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

[REDACTED]

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

The Chair thanked AM and colleagues for their work on the revised Cyber Security report to IPSC. The format of the report was agreed by IPSC going forward.

4 Director of IT Update

Mark Johnston (MJ) provided an update from IT Services. The report included the following points:

- Good news stories around recruitment, new HPC platform live for GES, first database cluster live, successful Tech Day had been organised, Cyber Red Team in place.
- [REDACTED]
- The Portfolio Summary showed that telephonic communications had changed from Green to Amber/Green largely due to equipment delays.

There was a discussion about the criticality of exams and the need to ensure that more robust plans around business continuity and system recoverability were in place to avoid any impact on students.

5 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 March.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

IPSC agreed that the Investment Plan would proceed to the budget process.

FC thanked ND for her update on the Investment Plan.

6 Enterprise Integration Platform (EIP) Full Business Case

Laic Khalique (LK) Chaired the discussion for this item. Neil McChrystal (NM) presented the EIP Business Case. The main points are noted below.

Boomi, a leading cloud-based integration platform, had been selected as the preferred platform. The total cost over five years for the new platform and capability was £4,117,427.

The key benefits of the project were noted as follows:

- Accelerating, de-risking, and reducing the cost of our transformation programmes, and essential change to our Finance, Research, and Timetabling systems.
- Increased business agility by making data and functionality available to new initiatives more easily.
- Reduced information risk exposure through better data consistency and accuracy.
- Reduced cyber exposure through the use of more secure technologies and a reduction in the overall attack surface.
- Reduced risk of operational failure, driven by a replacement programme of existing integrations.
- Increased pace and responsiveness in business-critical services and systems due to freeing up colleagues in their teams.

There was a discussion around whether sufficient consideration had been given to the associated costs, the ability to make the change across the organisation and whether the right governance structures were in place to support this. NM advised that the organisation's ability to manage change would be through the Design Authority.

Caution was noted around how the system would be used as it could create demand that would need to be managed. A further point was made about finances and ensuring that the system was being used as well as it could be. NM agreed that a measurement around how it was being adopted would be useful.

IPSC approved the Business Case to progress.

7 Project SIERRA Case

Laic Khalique (LK) Chaired the discussion for this item. John Cummings (JC) presented the Project SIERRA Business Case.

The Project SIERRA Case was brought to IPSC for consideration in response to the end-of-life support announcement by the vendor of the University's Enterprise Resource Planning (ERP) system, Agresso. Project SEIRRA (Shaping Integration Enterprise Reporting Research and Accounting) related to the implementation of a:

- New ERP application to replace existing on-prem Agresso ERP system.
- New RMS (Research Management System) application to replace existing on-prem Agresso ERP system.
- Data & Reporting service to support new ERP and RMS applications

The funding request in the submission was for £6.3m, which would cover the initial costs to stand up 20 essential resources for three years including 8 business resources (and/or backfill roles) and 12 critical project resources to enable the project to commence. The overall Project cost included in the Investment Plan was estimated at £25m.

Project Benefits were outlined in the presentation.

It was noted that the current ERP would reach end of life in December 2026 with the new system due to be implemented in 2027 and the risk around managing that was queried. JC advised that there would be a discussion about global end of life support date though generally the University did not rely on the vendor for support. It was agreed that that risk profile would be rated.

IPSC confirmed broad support that the case could progress and the stand-up resources of £6.3m to support this were approved. The case would return to IPSC in future for more detailed discussion.

8 Court Context Card

Frank Coton (FC) resumed the role of Chair for this item onwards.

A discussion took place about the items that would be included in the IPSC context card for reporting to Court. It was agreed to include the following items:

- Continued focus on cyber security and highlights on areas where more work would be required.
- Budget approval by IPSC for onward transmission to Finance Committee as part of the University's overall budget.
- EIP approval
- ERP approval

9 Programme/project reports

The IPSC Project Reports (Paper 7) were reviewed.

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

10 AOB

There were no further items for discussion.

11 Date of next meetings

Dates of future meetings were noted as follows:

- 30 August 2024 at 14:00 – 15:00, on Zoom – *note change of date from 29 August*
- 24 October 2024 at 14:00 – 16:00, Venue TBC

DRAFT

Court Context Card 18 June 2024 - Audit & Risk Committee Report

Speaker	Elspeth Orcharton
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 15 May 2024
Topic last discussed at Court	Last Audit & Risk Committee report May 2024
Topic discussed at Committee	See paper summary section.
Committee members on Court who were present at meeting	Elspeth Orcharton, Stuart Hoggan, Sarah Armstrong
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 Budget Process and outputs by Gregor Caldwell, Executive Director of Finance and Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic). The Committee noted the timeline of key events in the budget cycle which ran from August to June each year. It was reported that discussions took place at School, College and at SMG with each School and University Service submitting SPRs followed by a series of strategic planning and budget meetings. The meetings identified strategic theme outcomes.

The Committee noted the draft Internal Audit Plan for 2024/25. The plan was driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. The Committee approved the Internal Audit Plan for 2024/25 and it was agreed that Value for Money would be a key consideration and where appropriate the reports would contain details about the controls in place. The Committee also approved the Internal Audit Charter.

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2024, in accordance with the requirements of auditing standards and other professional requirements. The Committee noted the timelines, resources and team as outlined in the plan and were reassured that the External Audit would be able to be completed in time for a formal report to be made to the Committee at its November 2024 meeting. The Committee approved the External Audit plan for the year ending 31 July 2024 and the Engagement Letter. The Committee noted the fee for 2024. During the discussion the Committee noted that from August 2026 the amendments to FRS 102 would need to be adopted. The amendments introduced significant changes to the accounting for Revenue and Leasing, creating greater alignment between FRS 102 and IFRS.

The Committee also received internal audit reports on - Information Services Investment Plan, Student Experience, and Trusted Research: Student Researchers.

The Committee noted that Paper 7 – Internal Audit Options. The paper summarised the different options for internal audit services and outlined the recommendation from the Executive for the University. The Committee agreed to continue with the current outsourced model and approved GC having the discussions to extend KPMG's involvement for one further year before re-tendering.

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 15 May 2024
held in the Melville Room

Present:

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

In attendance:

Professor Sir Anton Muscatelli, Principal, Dr David Duncan, COO & University Secretary, Gregor Caldwell, Executive Director of Finance, Angus Ross, Deputy Director of Finance, Neil Thomas (KPMG), James Lucas (KPMG) Harriet Fisher (KPMG), Matthew Hall (PwC), Fateen Afzal (PwC), Amber Higgins (Clerk)

Apologies: Craig Chapman-Smith, Director of Strategy Implementation and Risks.

AUDIT/2023/33. Welcome and Briefing

The Committee noted that the pre-meeting briefing had been an update on Budget Process and outputs by Gregor Caldwell, Executive Director of Finance and Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic).

The Committee noted the timeline of key events in the budget cycle which ran from August to June each year. It was reported that discussions took place at School, College and at SMG with each School and University Service submitting SPRs followed by a series of strategic planning and budget meetings. The meetings identified strategic theme outcomes.

The Executive Director of Finance reported that Financial Framework sat alongside the budget process. The Financial Framework set the boundaries for the cash reserves, investment and the operating cash generation levels. The financial framework had been approved by Finance Committee which monitors the levels of minimum cash holdings and the level set aside for long term debt repayment. It was also reported that a number of budget scenarios were being modelled which were based on student numbers with different levels of expenditure and investment.

During the discussion it was noted that this was similar to the process adopted during the Covid Pandemic when the University had put in place a number of measures to ensure the financial stability of the University which helped to mitigate the impact of reduced student numbers.

A query was also raised about the Enterprise Resource Planning Software (ERP) as it was noted that this was due to undergo significant change in the next 12 months. The project was at the very early stages and information would be gathered from other Universities on the best way to approach and implement any changes given the issues at some Universities. It was agreed that the Committee would be briefed as the project progressed, that the Internal Auditors would review pre implementation considerations and that the External Auditors would be kept informed as the project progressed and involved at different stages to assist with future audit and reporting timelines.

Action: GC/Clerk

AUDIT/2023/34. Declarations of Interest

There were no declarations of interest.

AUDIT/2023/35. Minutes of the meeting held on 13 March 2024

The minutes were approved following minor amendment.

AUDIT/2023/36. Matters Arising

36.1 Cyber Security Incident Log

DD reported that a Cyber Security Incident Log had been prepared however the University was due

to move to a new supplier and it was hoped that this would lead to a more user-friendly report. It was agreed that this would be shared with the Committee at the next meeting.

Action: Clerk

36.2 Committee Risk Review

A query was raised about the progress of the Committee Risk Review and the level of feedback provided to the Audit and Risk Committee. It was agreed that a report would be provided to the next meeting.

Action: CCS/GC

AUDIT/2023/37. Management update

37.1 Audit-related policies/information for Committee

DD reported that the Migration Advisory Committee (MAC) had published its Rapid Review of the Graduate Route. The report found that this route was not undermining the integrity and quality of the UK higher education system and there was no evidence of widespread abuse.

DD also reported that senior management continued to monitor Trusted Research and China. It was also noted that tensions continued to rise across many campuses due to the situation in Gaza.

DD also noted that the Principal had announced that he would be stepping down in September 2025 and that the process for recruiting his replacement was well underway with the closing date for applications on the 7 June. Court had established a Search Committee who would be responsible for the recruitment and appointment of the next Principal. The Committee would be kept up to date on the progress with the appointment process.

37.2 Student Numbers and project income for the year

GC reported that student numbers for 2024/25 continued to be monitored closely following the drop in student intake for 2023/24 and as noted previously two scenarios were being worked through by the Finance Committee. It was noted that the steps were being taken by SMG to counteract the decline in applications but the situation for 2024/25 was still uncertain. The Committee would be provided an update at the next meeting.

The University was now expecting to generate a surplus before pension movements this year and had fully mitigated the budget shortfall from reduced intake in the current year through cost savings, bank interest and deferred expenditure.

37.3 Annual SMG Risk Review

The Committee noted that the Annual Risk Review would take place on 10 June 2024.

AUDIT/2023/38. Internal Audit Update

38.1 Internal Audit Update Report - Implementation of Outstanding Recommendations

The update on implementation actions was noted. The Committee noted that of the 76 actions, 19 actions had been completed, 61 actions were outstanding, of which 57 were not due and 14 actions were overdue, but management had requested an extension to the deadline.

The Committee noted that the 3 medium actions linked to the Cyber Security report were overdue. It was reported that the management actions related to cyber security incident processed and recovery rather than prevention measures. The policy was now in place but it took time for the systems and processes to work through. It was also noted that the University had recently undertaken a mock cyber security incident which had proved to be very informative. GC reported that the new project management system would help senior managers to monitor the management actions more closely.

The Committee noted that there had been a total of £63,639 non-audit fees from 1 August 2023 to date which was within the Non-Audit Services Policy.

38.2 Internal Audit Update Report

38.2.1 Internal Audit Update Progress Report – Activity up to May 2024

The Committee noted the report prepared by KPMG which outlined the progress against the 23/24 internal audit plan. As at May 2024, it was noted that for 23/24 10 of the 15 planned audits had been completed.

38.2.2 Information Services Investment 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 the processes and controls in place at the University for the overall delivery and management of the overall IS Investment Plan and its associated investment budget.

[REDACTED]

There were two low risk findings relating to [REDACTED]

[REDACTED]

The Committee noted that the report was classified as a significant assurance (Green) risk overall. The Committee noted the report and the recommendations.

38.2.3 Student Experience 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 extent to which the Strategy had now been operationalised through the development of individual project business cases in order to deliver the Strategy in line with the expected timetable and the governance structure in place to oversee delivery of the Strategy.

[REDACTED]

[REDACTED]

There were two medium risk findings relating to: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

There were also three low risk findings.

The Committee discussed the key findings and agreed management actions. A query was raised about the international student experience and it was noted that this audit focused on the wider student experience for all students. It was reported that International student recruitment and onboarding was due to be the focus of an internal audit in 2024/25. The Committee also agreed that it was for the Student Experience Committee to focus on the detailed experience of certain cohorts of students but acknowledged that there were challenges in relation to encouraging certain cohorts of students to engage with student representation, particularly PGT students who are often only at the university for one year.

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.

38.2.4 Trusted Research: Student Researchers 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 focused on three key scenarios where the need for an export controls licence needed to be considered in relation to Post Graduate Research ("PGR") activities.

[REDACTED]

There were three low risk findings.

The Committee discussed the key findings and agreed management actions. The Committee noted that the Government was monitoring this area very closely. The Principal reported that the University was proactive in seeking guidance due to the level of scrutiny in place and that a number of sector wide discussion/forums had been established to share best practice.

The Committee noted that the report was classified as a significant assurance (Green) risk overall. The Committee noted the report and the recommendations.

38.3 Internal Audit Draft Plan 2024/25

The Committee noted the draft Internal Audit Plan for 2024/25. The plan was driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. The methodology included: analysis of an 'audit universe' through identification of all of the auditable units within the University, be they functions, processes or locations assessing the inherent risks in these areas, based on impact and likelihood criteria; assessing the strength of the control environment within each auditable unit to identify auditable units with a high reliance on controls; and calculating an audit requirement rating which would inform the finalised plan. Determination of the timing and scope of audit work would also be based on the University's risk appetite.

Internal audit work would be performed in accordance with KMPG's Internal Audit methodology, which was aligned to Public Sector Internal Audit Standards and Scottish Funding Council assurance requirements.

During the discussion the Committee noted that the Internal Audit Plan was inline with the sector and was based on a 4-5 year plan and included the areas that were required by various funding bodies or legislation. A query was raised about a risk map which would allow the identification of risk factors that may occur within the University. It was agreed that this would be looked at following the Annual SMG Risk review.

Action: GC/CCS

The Committee approved the Internal Audit Plan for 2024/25 and it was agreed that Value for Money would be a key consideration and where appropriate the reports would contain details about the controls in place. The Committee also approved the Internal Audit Charter.

AUDIT/2023/39. External Audit

39.1 External Audit Fees

The Committee noted that there had been a total of £140,000 non-audit fees from 1 August 2023 to date which was within the Non-Audit Services Policy.

44.2 External Audit Plan – year ending 31 July 2024

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2024, in accordance with the requirements of auditing standards and other professional requirements.

The report summarised PwC's assessment of the key issues which drove the development of an effective audit for the University and its subsidiaries (collectively 'the Group'), considering relevant market factors coupled with the operational, finance, and business risks which drove the University's and the Group's financial statement risks. The audit approach and scope had been aligned with these areas.

The audit would include the mandatory procedures that external auditors were required to perform in accordance with applicable laws and auditing standards. When planning the audit, the auditors would take into account several key inputs: strategic, operational and financial risks relevant to the financial statements; developments in financial reporting and auditing standards; the quality of systems and processes; changes in the business and regulatory environment; and management's views on the aforementioned areas.

The Committee also noted that PwC audit engagement began with an evaluation of the risk of the University audit through their audit acceptance assessment. This highlighted an overall engagement risk assessment and any other specific areas of heightened risk. There were no

specific risk factors relevant to the University that had been highlighted from their acceptance procedures. The Committee also noted that PwC had not performed any internal audit services in respect of the Financial year ending on 31 July 2024.

It was also noted that there were also a number of joint business relationships between the University and PwC, however these were all permissible relationships (the subject matter was not high risk, there was no collaborative approach to identifying new clients), they did not impact financial reporting, processes or controls, and the fees involved were inconsequential to both the University and PwC. Therefore, they did not impact PwC's independence as auditors.

It was reported to the Committee that the approach would involve the identification and understanding of the key processes and internal controls, supplemented by substantive tests of detail of transactions and amounts. This included consideration of IT and automated controls, in particular around the design and implementation of non-payroll expenditure controls. To gain greater assurance over the populations to be tested, bespoke data analysers would be used to enable capture of whole populations of financial data, in particular journal entries. The findings from the process and analytics work, including any significant weaknesses or inefficiencies identified and recommendations for improvement, would be reported to management and to the Committee. The auditors would also review and consider the findings from internal audit reports, together with reports from any other work completed in the year, where these raised issues that could have an impact on the financial statements.

The Committee received an overview summarising the significant accounting and auditing matters outlined in the report. This sought to provide the Committee with an overview of the auditors' initial risk identification for the upcoming audit and any changes in risks identified in the current year. The main risks connected to fraud related to misstatement due to fraud or error, and risk of fraud in revenue recognition. There were also inherent risks, including: those relating to capital expenditure and impairment; accounting for defined benefit obligations in pension schemes; accounting for Universities Superannuation Scheme provision; and Campus redevelopment spend.

The report discussed levels of materiality that would be applied and it was noted that there would be a Group Materiality of £18.9m, which represents approx. 2% of the prior year's total income. Group performance materiality had been set at £14.2m, which represents 75% of planning materiality due to the low number of misstatements identified in previous years.

The Committee noted the timelines, resources and team as outlined in the plan and were reassured that the External Audit would be able to be completed in time for a formal report to be made to the Committee at its November 2024 meeting.

The Committee approved the External Audit plan for the year ending 31 July 2024 and the Engagement Letter. The Committee noted the fee for 2024.

During the discussion the Committee noted that from August 2026 the amendments to FRS 102 would need to be adopted. The amendments introduced significant changes to the accounting for Revenue and Leasing, creating greater alignment between FRS 102 and IFRS.

AUDIT/2023/40. Audit Tenders and Feedback (after departure of the internal and external auditors)

The Committee noted that Paper 7 – Internal Audit Options. The paper summarised the different options for internal audit services and outlined the recommendation from the Executive for the University. The Committee noted that a number of the members had meet with KMPG to share feedback on the internal audit service provision. It was noted that the auditors welcomed the feedback and would consider how they would bring further insight from across the sector to the Committee when discussing the internal audit reports or when drafting the

recommendations. KPMG expressed a positive, open working relationship with management and it was suggested that granting access to the Court papers would help provide more insight into the University.

The Committee agreed to continue with the current outsourced model and approved GC having the discussions to extend KPMG's involvement for one further year before re-tendering.

Action: GC

It was agreed that discussion would take place at the November Committee meeting in relation to the External Audit appointment which has later key dates.

AUDIT/2023/41. Pre-Meeting Briefing Topics

The Committee noted Paper 8 – ARC Pre meeting Topics and it was agreed that the next topic would be Fraud prevention measures. During the discussion it was noted that the Committee would like sight of overview of assurance mapping linked to the Risk map which would detail the various bodies and organisations that undertake audits/reviews of the University. It was also noted that a new Head of Risk had recently been appointed.

Action: GC/CCS

It was agreed that the pre-meeting topics would be reviewed as a standing item at each Committee meeting.

AUDIT/2023/42. Any Other Business

No substantive items were raised.

AUDIT/2023/43. Date of Next Meeting

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

Tuesday 27 August 2024* (amended after the meeting)
Wednesday 30 October 2024
Thursday 30 January 2025 – USGAAP Online meeting
Wednesday 19 March 2025
Wednesday 28 May 2025

Court Context Card 18 June 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	Apr-24
Topic discussed at Committee	Jun-24
Court members present	Court members present at last meeting: E Passey, N Dandridge, A Muscatelli, 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	
<p>The Nominations Committee met on the 5 June to discuss the following items:</p> <p>The Committee discussed the recent recruitment process for the Co-opted Members of Court. It was noted that a total of 19 applications had been received - M14/F6. The applications were from a variety of backgrounds and were both national and international. It was noted that stats in relation to adverts/social media views would be gathered and be made available for discussion at the next Nominations Committee. The Committee noted that the Selection Panel had shortlisted a total of 5 candidates (2M/3F) and a number of candidates were proposed for appointment.</p> <p>The Committee agreed that the following appointments would be recommended to Court:</p> <ul style="list-style-type: none"> •the appointment of Lorraine McMillan to Court as a Co-opted Member of Court from 1 August 2024 to 31 July 2028 •the appointment of Mary Jane Brouwers to Court as a Co-opted Member of Court from 1 October 2024 to 30 September 2028 •the appointment of Martin Sinclair to Court as a Co-opted Member of Court from 1 October 2025 to 30 September 2029 <p>The Committee agreed to recommend to Court the appointment of Jonathan Loukes as the Chair of the Finance Committee replacing Gavin Stewart.</p>	
Topics to be discussed	the appointment of Lorraine McMillan, Mary Jane Brouwers and Martin Sinclair as Co-opted members fo Court the appointment of Jonathan Loukes as the Chair of the Finance Committee
Action from Court	To approve the appointments of Co-opted Court members - Lorraine McMillan, Mary Jane Brouwers and Martin Sinclair To approve the appointment of Jonathan Loukes as the Finance Committee Chair
Recommendation to Court	Nominations Committee RECOMMENDS the approval of the appointment of Lorraine McMillan, Mary Jane Brouwers and Martin Sinclair as Co-opted Court members and the appointment of Jonathan Loukes as the Finance Committee Chair
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 5 June 2024
via Zoom

Present: Professor Nicola Dandridge (Chair) (ND), David Finlayson (DF), Professor Dan Haydon (DH), Gavin Stewart (GS), Elizabeth Passey (EP)

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

Apologies: Jonathan Loukes, Paula McKerrow, Hailie Pentleton-Owens.

NC/2023/19. Declarations of Interest

No declarations of interest were noted.

NC/2023/20. Minutes of the last meeting

The minutes from the meeting on 10 April 2024 were approved.

NC/2023/21. 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/2023/22. Court and Committee Appointments

NC/2023/22.1 Court Appointments

The Committee discussed the recent recruitment process for the Co-opted Members of Court. It was noted that a total of 19 applications had been received - M14/F6. The applications were from a variety of backgrounds and were both national and international. It was noted that stats in relation to adverts/social media views would be gathered and be made available for discussion at the next Nominations Committee. The Committee noted that the Selection Panel had shortlisted a total of 5 candidates (2M/3F) and a number of candidates were proposed for appointment.

The Committee agreed that the following appointments would be recommended to Court:

- the appointment of Lorriane McMillan to Court as a Co-opted Member of Court from 1 August 2024 to 31 July 2028 – Experienced Chief Executive and Non Executive Director with 24 years operating at Chief Executive level with significant experience at Non Executive level on a range of Boards – including being the former Chief Executive of East Renfrewshire Council (2008-2023), former Board member of Scottish Funding Council and a former Court member at University of Paisley. Currently a Non-executive Director of SEPA (Scottish Environmental Protection Agency) and a Non Executive director, Trustee and Finance and Audit committee member of SCIAF, an international development charity.
- the appointment of Mary Jane Brouwers to Court as a Co-opted Member of Court from 1 October 2024 to 30 September 2028 – currently Company Secretary and Treasurer of Castle Community Bank (Credit union) and Mint Ventures Syndicate Limited as a Non-Executive Director. Formerly at Museums Galleries Scotland – Non-Executive

Director & Trustee, GU Holdings Limited (University of Glasgow) as a Non-Executive Director and an Investment Advisor for African Lakes Company Ltd. Key roles have also been as a Director at the Bank of Scotland - Growth Equity and as a Senior Financial Analyst at ITT World Directories.

- the appointment of Martin Sinclair to Court as a Co-opted Member of Court from 1 October 2025 to 30 September 2029 - Over 30 years experience working at a senior level with Parliament, government departments and the governing bodies of international organisations. A qualified Chartered Public Finance Accountant and current a member of Audit and Risk Committee at the University. Formerly at the UK National Audit Office as the Executive Leader/Assistant Auditor General and as the Director, Financial Audit Policy and Training.

NC/2023/22.1 Committee Appointments

The Committee agreed to recommend to Court the appointment of Jonathan Loukes as the Chair of the Finance Committee replacing Gavin Stewart.

NC/2023/23. AOB

No substantive items were raised.

NC/2023/24. Table of Actions

Action	Date Due	Notes
Court Video to be updated	Sept 2024	Clerk
Committee membership to be reviewed including allocation of Vice-Chairs	August 2024	Clerk
Formal recommendations to be put to Court for the appointment of the Co-opted members of Court	June 2024	Clerk
Formal recommendation to be put to Court for the appointment of the Chair of the Finance Committee	June 2024	Clerk

NC/2023/25. Date of Next Meeting

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

Court Context Card 18 June 2024- Remuneration Committee Report to Court

Speaker	Kerry Christie
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court
Topic last discussed at Court	Nov-23
Topic discussed at Committee	May-24
Committee members present	Court members present at last meeting: Kerry Christie - Chair, Elizabeth Passey, Shan Saba, Professor Bethan Wood, Hailie Pentleton-Owens
	Other members present: Tony Elliott, Laura Hamilton
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
Paper Summary	

The last report to Court was in November 2023. This report details the minutes of the meeting of Remuneration Committee 23 May 2024 at which discussion focused on the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Voluntary Severance since the last meeting; Contractual/appointment changes (SMG); expenses report.

The Committee noted that the Principal & Vice-Chancellor, Professor Sir Anton Muscatelli had recently announced his decision to retire on 30 September 2025. Executive Search firm, Saxton Bampfylde was supporting the University in appointing a successor with a formal Search Committee having been established by Court for the purpose of overseeing the recruitment and selection process. The University expected to attract an impressive field to the role.

The Committee noted that Professor Frank Coton, Senior Vice Principal & Deputy Vice Chancellor (Academic), Dr David Duncan Chief Operating Officer & University Secretary & Deputy Vice Chancellor (Operations) and Rachel Sandison, Vice Principal (External Relations) & Deputy Vice Chancellor (External Engagement) had had their terms of office extended from 1 October 2025 to 30 September 2029.

The Committee also noted that one further SMG term of office was due to expire in November 2025 and that a consultation process was underway on a potential extension.

The Committee noted that following the introduction of the Higher Education Governance (Scotland) 2016 Act the governing body of the University can pay such remuneration and allowances to the senior lay member (Convener of Court) as the governing body considers to be appropriate. The University Secretary reported that in November 2022, Court had agreed to increase the daily rate from £500 per day to £550 per day. A proposal was now being forwarded that the daily rate should be increased annually in line with national pay awards rather than a topic for discussion on an ad hoc basis.

The Committee **agreed that a recommendation would be made to Court** that the Convener of Court daily rate be increased on an annual basis in accordance with any pay award agreed nationally.

The Committee agreed that the maximum number of days that could be claimed would remain at 50 days per year.

The Committee noted that this would be Elizabeth Passey's last meeting as Convener of Court and Committee member as she would be stepping down on 31 July 2024 in advance of its next meeting. The Chair noted that Elizabeth had been the Convener of Court for 8 years, and a member of Remuneration Committee for 8 years. The Committee warmly thanked Elizabeth for her huge contribution and dedication to the University and wished her well for the future. The Chair also thanked Hailie Pentleton-Owens as this would be her last meeting as her time as SRC President was due to end on 31 June 2024. The Committee wished Hailie all the best for the future

Topics to be discussed	the daily rate for the Convener of Court as outlined above
Action from Court	To approve that the Convener of Court daily rate be increased on an annual basis in accordance with any pay award agreed nationally.
Recommendation to Court	Remuneration Committee RECOMMENDS the approval of daily rate for the Convener of Court to be increased on an annual basis in accordance with any pay award agreed nationally.

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

Operating stats

% of

Campus

External bodies

CUC

Conflict areas

Other universities that have done something similar

HE sector as a whole

Other universities that will do something similar

Relevant Legislation

Scottish Code of Good HE Governance

Equality Impact Assessment**Suggested next steps**

Any other observations

University of Glasgow

Remuneration Committee

Minutes of the Remuneration Committee held on 23 May 2024 at 1000 in the Principal's Meeting Room and via Zoom

Present: Kerry Christie - Chair, Elizabeth Passey, Shan Saba, Tony Elliott, Laura Hamilton, Professor Bethan Wood, Hailie Pentleton-Owens

Apologies: Gavin Stewart

Attending: Professor Sir Anton Muscatelli, Dr David Duncan, Christine Barr, Amber Higgins (Clerk)

RC/2023/10. Welcome and Introductions

The Chair welcomed the new external lay members Tony Elliott and Laura Hamilton to the meeting.

RC/2023/11. Notes from the meeting held on 16 November 2023

The notes from the meeting held on 16 November were approved as an accurate record.

RC/2023/12. Matters Arising

No substantive matters were raised.

RC/2023/13. Remuneration Committee - Interim Report

The Director of People & OD introduced the report, advising that its format had been determined by CUC guidance and the Scottish Code of Good HE Governance.

RC/2023/13.1 Current Operating Principles

Christine Barr confirmed the Committee's terms of reference, remit and membership.

RC/2023/13.2 Senior Performance and Reward – SMG

The Committee noted that ordinarily, salary recommendations were considered at the November meeting of the Committee. However, by exception, the Principal was seeking Remuneration Committee approval for an interim review for one member of SMG.

The Committee agreed to approve the salary recommendations for the VP Economic Development & Innovation (PVC - Level 2).

The Committee noted comparative salary data for SMG members excluding the VP/Head of College of MVLS, currently paid within the Clinical Academic Grade. Further, the data provided comparative analysis of SMG salary levels and relevant benchmark data to inform Remuneration Committee deliberations within the market median to upper quartile parameters of current operating principles as previously agreed by the Committee.

RC/2023/13.3 Rewarding Contribution

The Committee noted the University's approach to Rewarding Contribution on an annual basis was reinstated in recognition of exceptional performance at an individual or team level payable in AY 2023-24, having been paused in AY 2022-23 given the exceptional 3% uplift applied during this session. The budget set aside for this purpose typically represented 0.5% of the University's salary bill which was proportionally distributed to Colleges and University Services. The Committee noted that a total of 1,176 staff (19% of the population in scope) had been recognised accordingly.

RC/2023/13.4 Employee Relations

The Committee noted none of the campus trade unions currently had mandates for action. The most recent ballots for action on the part of UCU and UNISON failed to secure mandates for further action at Glasgow. Despite ongoing financial constraints across the sector, national pay negotiations were proceeding for AY 2024-25. The Committee noted that the final pay offer was likely to be somewhere in the region of 2-3% and that good progress had been made on non-pay related matters. The Committee would receive details on the final outcome at its next meeting in November.

RC/2023/13.5 Market related premia

The Committee noted the retention and market related uplifts payable in the period since its last meeting in accordance with the University's Retention & Market Supplement related policies. It was noted that 41 professorial staff are currently in receipt of market premia which represented a slight increase since the last update to the Committee.

RC/2023/13.6 Clinical Academic Excellence & Innovation Award Scheme

Following formal approval by Remuneration Committee in November 2020, it was noted that there had been five awards of £15,000 per annum since the scheme was introduced, with the most recent awarded in December 2023.

RC/2023/13.7 Pension Tax Changes & Salary Augmentation

The Committee noted the recent changes to the USS pension scheme: (i) USS members paid a lower member contribution rate of 6.1% (a reduction of 3.7% from the previous rate of 9.8%) effective from 1 January 2024; (ii) members further benefited from an increase to the salary threshold of £70,296, up from £41,004 effective from 1 April 2024, which increased the numbers with only DB benefits; (iii) with effect from 1 April 2024, the accrual rate for the defined benefit section had increased from 1/85th of salary to 1/75th of salary with a corresponding increase to the retirement lump sum from 3/85ths to 3/75ths; (iv) those who were active members of the scheme in the period from 1 April 2022 to 31 March 2024 would also receive a one-off benefit uplift of £215 to their pension (subject to certain conditions) and £645 to their retirement lump sum.

The Committee also noted that at present there are 24 active members in the University's Salary Augmentation Scheme in lieu of Pension Contribution, with a single colleague having elected to opt back into membership of the USS in the period. As a result of changes to the Lifetime Allowance in April 2023 which in effect closed the scheme to new members, it was anticipated that the number of active members would further decrease in the coming years.

The Principal left the meeting

*RC/2023/13.8 Vice Chancellors Remuneration – Current Landscape**RC/2023/13.8.1 Appointment of New Principal & Vice Chancellors*

The Committee noted that the Principal & Vice-Chancellor, Professor Sir Anton Muscatelli had recently announced his decision to retire on 30 September 2025. Executive Search firm, Saxton Bampfylde was supporting the University in appointing a successor with a formal Search Committee having been established by Court for the purpose of overseeing the recruitment and selection process. The University expected to attract an impressive field to the role.

RC/2023/13.8.2 Vice Chancellors Remuneration – Current Landscape

Given the forthcoming appointment of a new Vice Chancellor, the Committee acknowledged the timely review of relevant market data and comparative benchmark information both nationally and internationally. Further, the Committee noted it would be responsible for oversight and agreement on the future remuneration package for the next Vice Chancellor.

The Committee noted the data outlining comparative UK VC salary benchmark data for the Russell Group University Mission Group and nationally across the 19 HEIs in Scotland. The data clearly demonstrated that the salary level of the current Principal remained relatively well positioned in line with the University's relative performance. The Committee also noted the highly competitive international global market and key comparator trends.

The Principal returned to the meeting.

RC/2023/14. SMG Contractual Changes

The Committee noted that Professor Frank Coton, Senior Vice Principal & Deputy Vice Chancellor (Academic), Dr David Duncan Chief Operating Officer & University Secretary & Deputy Vice Chancellor (Operations) and Rachel Sandison, Vice Principal (External Relations) & Deputy Vice Chancellor (External Engagement) had had their terms of office extended from 1 October 2025 to 30 September 2029.

The Committee also noted that one further SMG term of office was due to expire in November 2025 and that a consultation process was underway on a potential extension.

RC/2023/15. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 August 2023 to 31 January 2024 was noted. This information included travel expenses booked on behalf of SMG members for University business, in addition to expenses claimed directly by members.

RC/2023/16. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 16 November 2023, 8 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: MVLS 1 and University Services 8 at a total cost of £68,441 and with an average payback period of 8.4 months.

Whenever voluntary severance proposals departed from the standard terms approved by Court; or exceeded £100,000; or involved a member of SMG, the matter was referred to Remuneration Committee for decision. There had been no such cases since the last meeting of the Committee.

RC/2023/17. Convener of Court – Review of Remuneration Arrangements

The Committee noted that following the introduction of the Higher Education Governance (Scotland) 2016 Act the governing body of the University can pay such remuneration and allowances to the senior lay member (Convener of Court) as the governing body considers to be appropriate. The University Secretary reported that in November 2022, Court had agreed to increase the daily rate from £500 per day to £550 per day. A proposal was now being

forwarded that the daily rate should be increased annually in line with national pay awards rather than a topic for discussion on an ad hoc basis.

The Committee agreed that a recommendation would be made to Court that the Convener of Court daily rate be increased on an annual basis in accordance with any pay award agreed nationally.

The Committee agreed that the maximum number of days that could be claimed would remain at 50 days per year.

RC/2023/18. Any Other Business

The Committee noted that this would be Elizabeth Passey's last meeting as Convener of Court and Committee member as she would be stepping down on 31 July 2024 in advance of its next meeting. The Chair noted that Elizabeth had been the Convener of Court for 8 years, and a member of Remuneration Committee for 8 years. The Committee warmly thanked Elizabeth for her huge contribution and dedication to the University and wished her well for the future.

The Chair also thanked Hailie Pentleton-Owens as this would be her last meeting as her time as SRC President was due to end on 31 June 2024. The Committee wished Hailie all the best for the future.

RC/2023/19. Date and time of next meeting

The next meeting will be held on 4 December 2024.

Court Context Card - 18 June 2024 REPORT FROM Health Safety & Wellbeing Committee

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For noting and approval. Agenda, draft Minute, action log.

Topic last discussed at Court	Apr-24
Topic discussed at Committee	May-24
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 minute consists of five standing papers - Estates Safety Report, Occupational Health and Wellbeing Report, SEPS Report, SEPS Audit update and Sickness Absence Stats. All papers are circulated for information only. Points to note: Staff movement within University Safety and Resilience - The Biological Safety Adviser and the Chemical Safety Adviser are leaving the University in the next two months. Recruitment for these posts is in progress. The vacant Fire Officer role has been filled by David Scott, who attended the HSWC meeting. The Radiation Protection Adviser/Radiation Waste Adviser post has now been filled by Bruce Joliffe who will join the University on the 22nd of July.

Topics to be discussed	As Court wishes
Action from Court	To note and discuss if required
Recommendation to Court	To note.

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

Demographics % of University	All staff, students and visitors
---	----------------------------------

**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 Friday the 31st of May 2024 at 10am in the Melville Room.

Present: David Duncan, Sharon Burns, Christopher Kennedy, Mark Wildman, Phil Whitfield, Jenna Millar, Cyril Pacot, Steven Richardson, Selina Woolcott, Gary Stephen, Hazel Bookham, David Harty

In Attendance: Debbie Beales (Clerk), Alice Gallagher (SEPS), David Scott (SEPS), Lorraine Shaw (Facilities), Sam McCartney (CoAH), Lesley Cummings (P&OD)

Apologies: Paula McKerrow, Tony Anderson, Molly Corbett, Gillian Shaw, Simon Ambrose, Peter Haggarty, Mhairi Docherty

1. Minutes of the Meeting held on 4th of March 2024

The Minutes of the meeting held on the 4th of March 2024 were approved.

2. Matters arising

2.1 Estates Safety Report (Paper 1)

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

- Recruitment is in progress for a Compliance Adviser and a Fire Safety Adviser.*
- The Compliance Team are looking for volunteers to be Safety Champions for each Zone. A pilot scheme is underway in Zone 1, and it is hoped that additional safety champions will be in place within the other Zones soon.*

The Committee asked that David Harty provide any links or policies regarding Asbestos, training, and SOPs so that they can be shared with colleagues.

2.2 Management of Stress in the Workplace review (verbal SW)

Selina informed the Committee that she emailed the Committee looking for volunteers for a working group to assist with this review. So far, only Mark Wildman has volunteered, and she asked the Committee to nominate someone for their area by Friday the 7th of June.

3. Occupational Health and Wellbeing Report (Paper 2)

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

- A seasonal influenza vaccine pilot has been approved for 2024/25 where the plan is to have both walk in and self-booked sessions.
- The digitisation programme remains on track for completion by year end.
- OH Advisers are working with areas to develop robust health surveillance programmes.
- MVLS UG student health screening clinics are in progress for 2023 cohorts.

The Committee discussed the benefits of the Wellbeing Programme within Sports and agreed to publicise this service where possible.

The Committee asked that future OH&W reports include Health Surveillance stats.

4. SEPS Report (Paper 3)

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

Selina Woolcott informed the Committee of more staff movement within SEPS. Phil Rodgers (Chemical Safety Adviser) leaves for Edinburgh University in July and Alice Gallagher (Biological Safety Adviser) retires in August. The Committee thanked both Alice and Phil for their hard work and dedication over the years and wished them well in their future endeavours. Recruitment for both posts is in progress.

The Committee expressed concern at the loss of two specialised sets of skills in such a short space of time, especially after the recent retirement of David McLean, former Head of SEPS. Selina Woolcott informed the Committee that she is working with David Harty and Peter Haggarty to look at how best to use current skillsets across both SEPS and the Estates Compliance Team to ensure that service levels are maintained.

Chris Kennedy, on behalf of all the safety reps on the committee, asked that they be consulted on the work around structural/personnel/procedural changes in how safety/compliance is managed at the university, in line with their rights and employers' duties under Safety Representatives and Safety Committee Regulations and Management of Health and Safety at Work Regulations.

On a positive note, the Radiation Protection Adviser/Radiation Waste Adviser post has now been filled. Bruce Joliffe will join the University on the 22nd of July, with James Gray, the previous RPA/RWA, staying on 2 days a week until Bruce has completed his portfolio submission for registration for these roles.

The Committee also welcomed David Scott, the newly appointed SEPS Fire Officer, to the University and look forward to collaborating with him.

Regarding RIDDOR incidents, Trade Union reps asked that they receive information about future incidents quicker to enable them to investigate them more efficiently. Selina agreed that previous RIDDOR investigations where SEPS worked alongside TU reps worked extremely well and that this will continue for the more serious incidents.

5. Audit update (Paper 4)

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

Alice Gallagher updated the Committee on the HSE containment level 3 inspection that took place at Garscube in April. There will not be any formal written communications or actions, but four verbal instructions will need to be remedied by management to ensure that the University do not incur enforcement at the next HSE visit in October. Alice informed the Committee that, while she will no longer be in post for this inspection, she will ensure that an appropriate handover takes place. Alice also advised that a Kerstin Voelz, the current HSE Specialist Inspector for this activity, has recently been promoted, her place will be taken by Holly Dove for subsequent visits.

HSE stated that they are happy with the proactive approach being taken by biosafety management but asked that they are not overly ambitious with projects to ensure that all areas of improvement are seen through to completion. The SAPO licence for the next year has now been issued.

6. Sickness absence stats (Paper 5)

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

7. Any Other Business

- Protests on campus. Gary Stephen informed the Committee that there have not been any protest situations involving tented encampments at the University as experienced at other Universities. The University of Glasgow have agreed on a hands-off approach and ask that if staff are in a situation where a protest is taking place, they should not intervene but should press the red button on SafeZone App, should there be any cause for concern. Security will assess the situation and take whatever action is necessary.
- Free sanitary products. The Committee raised the issue that free period products are not always available in staff only toilets. Toilets used by students and staff are better equipped. David Duncan agreed to consult with Andrea Stachan to resolve this matter and update the current policy.
- Neurodivergent Conditions. The Committee discussed the matter of reasonable adjustments for staff with neurodivergent conditions. P&OD are recruiting for a new role that will advise on these types of issue.

8. Date of Next Meeting

The next meeting of the HSWC will take place at 10am on Friday the 20th of September 2024, location TBC.

Created by Debbie Beales

University of Glasgow

University Court – Tuesday 18 June 2024

Communications to Court from the meeting of Senate held on 6 June 2024

Dr Richard Lowdon, Academic Policy & Governance

1. Appointment of Principal

Mr Gavin Stewart, Chair of the Search Committee, provided Senate with an update on the process and timeline for the appointment of the next Principal, before answering questions from members of Senate seeking clarification about the process.

2. Draft Budget and update on the University Strategy - Presentation by Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor, provided Senate with an update on progress towards the Key Performance Indicators (KPIs) set out in the University Strategy, plans for the development of the next University Strategy, a summary of the University's current and projected financial position across the budget period, and an outline of the University's budgetary approach under two different scenarios. Professor Coton also provided Senate with an overview of planned investments in IT and the University estate, and the key outcome areas for each of the Colleges and University Services. Professor Coton informed Senate that the Budget was still provisional until it was approved by the University Court on 18 June 2024.

Members of Senate enquired about what the University hoped to achieve through its Strategy. Professor Coton informed Senate that an ideal scenario would be for the University to be in a position to enhance its research culture and the quality of its research outputs, strengthen its ability to engage with society, and add significant value to the student experience. Members of Senate asked for clarification about whether the University's KPI relating to Widening Access referred to the percentage of students who were admitted to Glasgow from the 20% most deprived areas in Scotland or the percentage of students who completed their degrees at Glasgow from the 20% most deprived areas in Scotland. Professor Coton confirmed that the target related to admissions, not completion of degrees. However, the University was actively tracking the progress of students from the most deprived backgrounds and providing support to enhance completion rates. The University was also analysing the employment rates of students from the most deprived backgrounds following graduation. Members of Senate observed that there was a tension between the KPI relating to international student recruitment and the KPIs relating to research, because staff would have less time to conduct research if they were expected to teach larger numbers of students. Professor Coton informed Senate that the University had recruited staff at a faster rate than students to ensure that staff-student ratios did not increase. Professor Coton also informed Senate that the KPI relating to international student recruitment had been set at a time when international student recruitment at Glasgow was relatively low compared with other Russell Group universities. Furthermore, Professor Coton informed Senate that international student recruitment was vital for securing the long-term financial health of the University at a time when government funding for domestic students was falling in real terms. Members of Senate remarked that the University Strategy helped to support the University's ambition to create a research hub in Glasgow via the Glasgow Riverside Innovation District. Professor Coton agreed and suggested that an update on the University's Innovation

Strategy be added to the Senate agenda for the October 2024 meeting of Senate.

Members of Senate asked why it was important for the University to prioritise international student growth, rather than remaining at the same size. Professor Coton informed Senate that it was necessary to increase international student numbers because other sources of income were growing more slowly than the University's cost base and there was little prospect of more government funding for universities in the long-term.

3. Mental Health Working Group – Update from Dr David Duncan, Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary

Dr David Duncan, Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary, provided Senate with an update on the University's mental health provision. Dr Duncan informed Senate that the last meeting of the Mental Health Working Group (MHWG) had taken place on 17 May 2024 and that the group had reviewed current provision for both students and staff. In relation to students, the group had noted that:

- The Scottish Government was currently developing a Student Mental Health Action Plan in collaboration with the Higher Education sector, which Glasgow was contributing to.
- More work was being undertaken on transitions for first year undergraduate students, with a focus on wellbeing.
- Students who requested urgent counselling support from the University were seen immediately, and non-urgent cases were dealt with within 17 days.
- Online support from Health Assured (the University's online support provider) was available for students instantaneously.
- Significant numbers of students who had registered with the University's Disability Service also had a mental health condition. The University was liaising across support teams and with the NHS to ensure a joined-up approach to supporting students.
- Additional staffing had been put in place to strengthen the link between the University and the NHS. This had worked well so far.

In relation to support for staff, Dr Duncan informed Senate that:

- The Department for Work and Pensions 'Able Futures' support system was being rolled out via a series of webinars.
- Health Assured had received 736 calls from members of staff in the 12 month period to 31 March 2024, with most staff requesting counselling support.
- The Health Assured app (which had been renamed Wisdom) had been updated and was now more user friendly than the previous version of the app. 416 staff had signed up to the app.
- The Health and Wellbeing Hub on the University website had received positive feedback.

Regarding general issues relating to mental health, Dr Duncan reported that:

- The MHWG had discussed the impact of external factors on the mental health and wellbeing of students and staff. The group had also recognised that anxiety about climate change and international crises had impacted on the mental health of staff and students.
- The group had recognised that the disruption to educational and social activities

during the COVID-19 Pandemic had had a negative impact on the preparedness of some students for university life. This also had implications for the ways in which the University prepared students for outside employment after graduation.

- The group had agreed to invite a member of UofG Sport to a future meeting to explore how the service currently supported the mental health and wellbeing of staff and students.

4. Convener's Business

4.1 Gaza-Israel conflict

The Principal informed Senate that there had been peaceful student protests on university campuses throughout the UK, including Glasgow, in relation to the ongoing conflict in Gaza and the Middle East. Following discussion with student bodies, the University had established a working group, chaired by a lay member of the University Court, to consider the issue of divestment in the defence sector and other issues relating to ethical investment. This working group would report to the University Court at the meeting on 18 June 2024. The University had also signed a Memorandum of Understanding (MoU) with the Arab American University Palestine (AAUP). The MoU would promote medical collaboration between the two universities, including hosting students from AAUP in Glasgow to gain experience of clinical practice in the UK. Furthermore, the University was working in partnership with the Technical Educational Support for Higher Education Students Initiative (TESI) to provide support for students in Gaza to complete their university education remotely as visiting students, at no financial cost. In addition to this, the University was working with the Council for At-Risk Academics (CARA) to provide support to members of academic staff working in universities in Gaza. The Principal informed Senate that he welcomed the peaceful nature of the protests that had taken place at Glasgow and that he hoped any protests would remain peaceful and respectful.

Members of Senate enquired about how students were likely to react if they were dissatisfied with the response to the divestment proposal that had been submitted to the University Court. The Principal informed Senate that the University respected the rights of students to protest, and that the University would communicate with students via elected members of the Students' Representative Council (SRC) in relation to any future protests. Members of Senate highlighted that Professor Alison Phipps, Professor of Languages & Intercultural Studies and UNESCO Chair in Refugee Integration through Languages & the Arts in the School of Education, had recently published an article in 'The National' newspaper about the situation in Gaza and acts of solidarity (such as the 'Lines for Palestine' initiative) that University staff had taken in support of the people of Gaza. The Principal thanked the member of Senate for highlighting Professor Phipps' work and agreed to share details about the 'Lines for Palestine' initiative with Internal Communications and Miss Rachel Sandison, Deputy Vice-Chancellor (External Engagement) and Vice-Principal (External Relations).

4.2 General Election

The Principal noted that the UK Government had announced the date of the next General Election, which would take place on 4 July 2024. The University had engaged in dialogue with all of the main political parties and had made post-election plans for every potential election outcome.

4.3 Restrictions to visa routes

The Principal 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 had

been 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. The Principal informed Senate that the Migration Advisory Committee had now published its report and, based on the Committee's findings, the UK Government had agreed to retain the graduate visa route.

4.4 Outgoing members of Senate

The Principal thanked outgoing members of Senate for their contributions over their terms of office. The Principal also thanked the outgoing Students' Representative Council (SRC) Sabbatical Officers and the other SRC representatives on Senate and wished them well for the future.

5. Clerk of Senate's Business

5.1 Senate Effectiveness Review

The Clerk of Senate provided Senate with an update on the Senate Effectiveness Review. The Clerk of Senate informed Senate that members of the Senate Effectiveness Review panel had been invited to attend meetings of all the sub-committees of Senate, including: Academic Standards Committee; Education Policy & Strategy Committee; Learning & Teaching Committee; Research Planning & Strategy Committee; and the Student Experience Committee. Panel members had also attended the last meeting of Senate Business Committee and were planning to speak with members of Senate and the Conveners of the sub-committees of Senate. In addition to this, a survey would be circulated to all members of Senate to gather their views on the effectiveness of Senate. It was anticipated that the final report from the Senate Effectiveness Review would be submitted to the October 2024 meeting of Senate.

5.2 Good Cause update

The Clerk of Senate provided Senate with an update on recent work that had been undertaken on University policies and procedures concerning the recognition and mitigation of adverse circumstances that may have affected the performance of students in assessments. This work had included the following actions:

- Information about Good Cause had been refreshed and consolidated on the Academic Policy & Governance (APG) website and FAQ pages to improve its clarity and consistency. The 'Good Cause – the Basics' section of the Code of Assessment had also been updated.
- A Moodle template and Good Cause banner had been introduced for all courses prior to each examination diet to improve clarity and ensure that the same information was consistently presented for every course. Separate Good Cause communications had also been sent to all students by the Clerk of Senate prior to each examination diet.
- A short-term 'Managing Extension Requests' working group had been established to develop and promote innovative approaches to reducing the volume of extension requests being submitted. For example, Student Learning Development (SLD) had developed and launched a new online 'Time Management' course for students, which had already been completed by more than 800 students. Flexible submission windows had also been piloted during the 2023-24 academic session on 17 courses across all Colleges, building on an earlier successful local pilot in the School of Psychology & Neuroscience.
- New guidance had been developed to set out 'What is a Good Cause Committee and what is best practice for its operation?' and to clarify the timelines for Good Cause submissions (including late Good Cause claims), with a view to this information being

added to the Guide to the Code of Assessment. Work was also being undertaken with the College and Senate Appeals Committees to improve the consistency of approach when adverse circumstances were presented in an academic appeal, rather than via a timely Good Cause claim.

- An important change had been introduced to how disabled students could evidence Good Cause claims relating to a flare-up of a relapsing and remitting condition, or how they should request coursework extensions where their Disability Entries Report (DER) indicated flexibility with submission deadlines. In both cases, the Disability Service would issue a template letter to the student which made clear that they should not be asked to supply further evidence or to provide a lengthy narrative to explain their request. Further guidance about these letters and how they should be interpreted and used had been published on the APG website.

5.3 Honorary Degrees Committee

The Clerk of Senate informed Senate that there was one professorial vacancy on the Honorary Degrees Committee for the College of Science & Engineering.

Expressions of interest on behalf of frequently underrepresented groups were particularly welcomed and members of Senate were requested to direct any enquiries to Dr Richard Lowdon in Academic Policy & Governance.

6. University Court: Communications from the meeting held on 17 April 2024

Senate received and noted a report from the University Court meeting held on 17 April 2024. Items included:

- Annual Research Update.
- Student Experience Strategy and Action Plan.
- Report from the Principal.
- Report from the University Secretary.
- Student matters, including: Rector's Report; SEC Report; SRC President update.
- Reports of Court Committees.
- Senate matters.