University of Glasgow

COURT

A meeting of **Court** will be held on **Wednesday 19 February 2025** at **1.45pm** in Senate Room, Main Building

Amber Higgins, Head of Court and Clerk to Court 0141 330 4976 amber.higgins@glasgow.ac.uk

AGENDA

Item	Title	Lead	Paper No.	*Page nos.*	Action
1.	**Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest**	**Convener**	**Oral**		
2.	**Minutes of meeting held on Wednesday 20 November 2024**	**Convener**	**2.**	4-12	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.	***Student Experience Strategy** *David Duncan and Jonathan Jones will provide an update on the Student Experience Strategy*	**David Duncan/ Jonathan Jones**	**4.**	13-19	For information/ discussion
5.	***Innovation Strategy Update** *Papers have been withheld/redacted due to FOI exempt/Commercial sensitivity*	**Uzma Khan**	**5.**		For information/ discussion
6.	**Report from the Principal** **Admissions* **Higher Education Developments* **Senior Management Group*	**Principal**	**6.**	20-30	For information/ discussion
7.	**Report from the University Secretary** **UKVI update* **Court Effectiveness Review – Elections* **SFC reporting - Knowledge Exchange and Innovation Strategy* **Organisational Changes*	**David Duncan**	**7. and annexes**	31-118	Items for approval/ otherwise for discussion/ information
8.	***Student Matters, including: Rectors Update, SEC Report, SRC President update**	**Rector/ Pablo Moran Ruiz**	**8.**	119-124	For information/ discussion
9.	**Reports of Court Committees**				

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9.1	Finance Committee	**Jonathan Loukes**	**9.1 and annex**	125 - 148	For information/ discussion/ approval
9.2	Audit and Risk Committee	**Martin Sinclair**	**9.2**	149 - 153	For information/ discussion/
9.3	IPSC	**Frank Coton**	**9.3**	154 - 161	For information/ discussion
9.4	Remuneration Committee	**Kerry Christie**	**9.4**	162 - 167	For information/ discussion
9.5	Nominations Committee *approval of the re-appointment of a Co-opted member of Court* *approval of a Committee member for Estates and Sustainability Committee*	**Nicola Dandridge**	**9.5**	168 - 169	For information/ discussion/ approval
9.6	Health, Safety & Wellbeing Committee	**David Duncan**	**9.6 and annex**	170 - 177	For information/ discussion/
10.	**Communications from Meeting of Council of Senate held on 12 December 2024 and 6 February 2025**	**Martin Hendry**	**10.**	178 - 197	For information
11.	**Complaints Handling Procedure Annual Report 2023-24**	**Alistair Wilson**	**11.**	198 - 207	For information/ discussion
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 23 April 2025 at 1.45pm				

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ANNUAL SCHEDULE OF COURT BUSINESS

(Sept   •   *Strategy Discussion Day)*

September
- Pre-Court Briefing
- Report on any action taken under delegated powers over summer
- Court Strategy Day
- Committee memberships
- Statement of Primary Responsibilities
- Full Risk Register including Mitigation Actions/Risk Appetite
- Schedule of Court business for forthcoming year
- Report on previous year's attendance of Court and Committees
- Summary Income and Expenditure report (Finance Committee)

November
- Pre-Court Briefing
- Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements)
- Report on Investments (Finance Committee)
- Summary Income and Expenditure report (Finance Committee)
- Audit and Risk Committee annual report
- Remuneration Committee report on senior pay review
- Annual Report on the University's Complaints Procedure
- Annual report to the Scottish Funding Council on Institution-led Review of Quality
- Learning & Teaching update

February
- Pre-Court Briefing
- Draft Outcome Agreement for next year from Vice Principal (or in April)
- Information Policy & Strategy Committee annual update (moved to April)
- Finance KPIs
- Summary Income and Expenditure report (Finance Committee)

April
- Pre-Court Briefing
- Research update and KPIs from Vice Principal
- SFC Main Grant Allocations for forthcoming year
- Health, Safety & Wellbeing annual report
- Summary Income and Expenditure report (Finance Committee)
- Annual Self-assessment, convener appraisal and Code compliance
- Annual Report from Organisational Change Governance Group

June
- Pre-Court Briefing
- Strategic Plan (annual update)
- SRC annual report
- Institutional KPIs
- Capital Programme
- Budget Overview for forthcoming year/Financial Forecasts/sustainability
- Equality & Diversity Strategy Committee annual report
- Report on Investments (Finance Committee)
- Summary Income and Expenditure report (Finance Committee)

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Court – Overview

Wednesday 20 November 2024

CRT/2024/18. Socially Responsible Investment Policy

Court received a presentation by Gregor Caldow, Executive Director of Finance and David Duncan, University Secretary on the proposed revised policy.

Court voted 14-7 against the inclusion of the restriction, with 4 members not present at the meeting.

Court strongly endorsed the University's humanitarian efforts to support those affected by conflict, particularly the ongoing wars in the Middle East and Ukraine.

Court agreed to endorse the SRI Policy subject to minor amendments to Section 6 - Representation. The Convener of Court confirmed that the proposed changes would be circulated to Court by email prior to the next meeting, either for proposed approval then or, if substantive changes were proposed, the policy would come back to the next Court meeting for discussion.

CRT/2024/19. Learning and Teaching Strategy Update

Court received a presentation by Professor Moira Fischbacher-Smith (Vice Principal - Learning and Teaching) on Learning and Teaching Strategy implementation. The presentation provided an update on: the enabling of Learning and Teaching Strategy; strategic benefits and outcomes; project groups and activity; and internal barriers and dependencies.

CRT/2024/20. Finance Committee

CRT/2024/20.1 Financial Statements 2023/24

Court having received the statements, the Executive Director of Finance, Gregor Caldow, gave a presentation on the University's financial statements for the year to 31 July 2024. The presentation highlighted the strong financial performance and growth during the year, with a underlying surplus of £28.7m pre the movement in the USS Pension Scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported as £323.6m.

Court approved the Financial statements for 2023/24 of the University of Glasgow.

CRT/2024/22. Report from the University Secretary

Court noted the report from the University Secretary – Paper 8. The following areas were discussed in further detail.

CRT/2024/22.1 SFC Self-Evaluation for 2023/24

Court approved the SFC Self-Evaluation for 2023/24.

CRT/2024/22.3 Court Effectiveness Review – Autumn 2023

Court approved the revised Terms of Reference for the People and Organisational Development Committee and the Estates and Sustainability Committee, noting that the CGWR would approve any further minor amendments on behalf of Court.

CRT/2024/22.5 Organisational Change Governance Committee – SPHU Review

Court noted that the Terms of Reference for the Review had been agreed and Professor Jill Morrison, previously Clerk of Senate, had been appointed to carry out the review with a report due in December 2024.

A query was raised about the number of statisticians involved as it was felt that there should be two independent statisticians contributing to the review. The University Secretary agreed to take this forward.

CRT/2024/22.6 Resolution - Named Chair – Sir Alexander Stone Chair in Commercial Law

Court approved Resolution 713 - Named Chair – Sir Alexander Stone Chair in Commercial Law.

CRT/2024/22.7 Scottish Universities Press

Court approved that the University Library become a full member of Scottish Universities Press as referenced in the Articles of Association.

CRT/2024/24. Reports of Court Committees

CRT/2024/24.2 Audit & Risk Committee

Court also noted the Annual Report to Court and the Annual Statement on Compliance with the Concordat to support Research Integrity 2024.

Draft Court

Minute of Meeting held on Wednesday 20 November 2024 held in the Senate Room

Present:
Gavin Stewart Co-opted Member (Elected Convener of Court), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Tara Brendle (Elected Academic Staff Member), Mary Jane Brouwers (Co-opted Member), Duncan Calvert (SRC Assessor), Professor Nicola Dandridge (Co-opted Member), Kerry Christie (Co-opted Member), Mr David Finlayson (Co-opted Member), Stuart Hoggan (General Council Assessor), Dr Bo Hu (Chancellor's Assessor), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member), Lorriane McMillan (Co-opted Member),Dr Christine Middlemiss (General Council Assessor), Pablo Moran Ruiz (SRC President), Professor Sir Anton Muscatelli (Principal), Professor Richard Reeve (Trade Union Nominee), 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 & University Secretary), Amber Higgins (Head of Court Office and Clerk to Court), Martin Sinclair (Chair of Audit and risk Committee), Professor Moira Fischbacher-Smith (For item – CRT/2024/19 Only).

Apologies:
Dr Ghassan Abu-Sittah (Rector), Cllr Susan Aitken (Glasgow City Council Assessor), Paula McKerrow (Trade Union Nominee), Shan Saba (Co-opted Member).

CRT/2024/15. Announcements and declaration of Interests

The Convener welcomed Mary Jane Brouwers (Co-opted Member), Lorriane McMillan (Co-opted Member) and Duncan Calvert (SRC Assessor) to their first full meeting as new Court members.

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.

A pre-Court briefing took place on the National Student Survey Results and Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2024/16. Minutes of the meetings held on Wednesday 25 September 2024

The minutes were approved for the meeting of 25 September 2024 following minor

amendments.

CRT/2024/17. Matters Arising

No substantive items were raised.

CRT/2024/18. Socially Responsible Investment Policy

Court received a presentation by Gregor Caldow, Executive Director of Finance and David Duncan, University Secretary on the proposed revised policy which strengthened the University's commitment to socially responsible investment, placing additional requirements on the external fund managers who look after University's investments. The proposed policy did not recommend automatic divestment from defence companies. Court was advised this was the unanimous position of SMG, based on the moral position of supporting the UK defence sector and secondly in recognition of the University's ongoing research relationship with a range of firms active in this area. The policy also defined the process by which groups or individuals could make representations to the University about its policy. The results from the consultation exercise with staff and students were presented to Court with a clear majority of staff and students who responded to the consultation exercise supporting divestment. Court noted that the response rate for the consultation had been around 5% of staff and students.

Court was reminded that over the past year student groups and campus trade unions had made representations, arguing that the University's endowment fund should disinvest completely in companies that earned more than 10% of their income from the defence sector. Court also noted that the SRC had been campaigning on divestment from the defence sector for a significant number of years, and that it had also been the position of UCU for a number of years. The SRC President restated the strong view of the SRC Council that the University should disinvest in the defence sector.

Concerns were raised about the short timelines for the consultation responses and also the extent to which it had been promoted to staff and students. In response, Court was informed that a number of meetings had taken place with the Heads of Schools, campus unions and student groups to highlight the consultation process along with it being included in the Internal Newsletter and posted as the top news item on the staff internal landing page. Even so, Court agreed that lessons would be learned from the consultation process, and these would be taken on board for any future consultation exercises.

During the discussion it was noted that a number of Court members felt conflicted – they were distressed about the ongoing conflict in the Middle East but supported Ukraine's right to defend itself and also acknowledged the importance of the UK defence sector as well as the university's ongoing research links with companies active in this sector. After lengthy discussion the majority of Court accepted the advice of senior managers that the University should not require fund managers to disinvest. Court voted 14-7 against the inclusion of the restriction, with 4 members not present at the meeting.

Court strongly endorsed the University's humanitarian efforts to support those affected by conflict, particularly the ongoing wars in the Middle East and Ukraine.

Court agreed to endorse the SRI Policy subject to minor amendments to Section 6 - Representation. The Convener of Court confirmed that the proposed changes would be circulated to Court by email prior to the next meeting, either for proposed approval then or, if substantive changes were proposed, the policy would come back to the next Court meeting for discussion.

CRT/2024/19. Learning and Teaching Strategy Update

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Court received a presentation by Professor Moira Fischbacher-Smith (Vice Principal - Learning and Teaching) on Learning and Teaching Strategy implementation. The presentation provided an update on: the enabling of Learning and Teaching Strategy; strategic benefits and outcomes; project groups and activity; and internal barriers and dependencies.

During discussion Court noted the establishment of the new L&T Strategy Unit which would support further development and implementation of the strategy. It was also reported that there were a number of internal barriers and dependencies which would require different areas to work together to progress the strategy and this meant there were risks to some projects being completed on time. Court noted that assessment and feedback continued to be an area of focus with changes to curriculum design and assessment methods often taking a number of years to complete due to the length of degree programmes. Employability skills were also becoming more prominent in the strategy and a new survey had been launched that would be completed on an annual basis.

Court welcomed the progress made to date. It was noted that the student experience was a key priority for the University and it was important that students were supported during their time at University and were not overloaded as they often had competing demands on their time.

Members of Court were keen to support the L&T Strategy and it was agreed the Professor Fischbacher-Smith would identify ways in which they could engage further and details would be circulated after the Court meeting.

Court thanked Professor Fischbacher-Smith for the update.

CRT/2024/20. Finance Committee

CRT/2024/20.1 Financial Statements 2023/24

Court having received the statements, the Executive Director of Finance, Gregor Caldow, gave a presentation on the University's financial statements for the year to 31 July 2024. The presentation highlighted the strong financial performance and growth during the year, with a underlying surplus of £28.7m pre the movement in the USS Pension Scheme. The significant movement in the USS pension scheme this year had led to a surplus after tax reported as £323.6m.

Court noted the main year-on-year movements which included: decreased income in tuition fees of £15.6m; an increase in Investment Income of £17.2m mainly due to an increase in bank interest; an increase in other income of £8.3m mainly due to residences and hospitality; and an increase in staff costs of £32.7m with staff numbers rising by 5.7% and salary increases.

During the discussion it was noted that a number of changes had been suggested to the report by the Audit and Risk Committee and the Finance Committee in relation to giving greater prominence to staff and students along with teaching in the main activities section of the report; these had been incorporated. Court noted a number of minor modifications to be made to the final Accounts in relation to the text.

The Chair of the Audit and Risk Committee reported that the External Auditors, PWC were expected to issue an unqualified audit opinion and that the Audit and Risk Committee had recommended the Financial Accounts for approval. Court noted that there were no material points of disagreement with management but there were a number of areas of judgement. The Chair of Finance Committee reported that Finance Committee also recommended the Financial Accounts for approval.

During the discussion Court noted that improved governance arrangements would provide

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oversight to Court in relation to the 2030 Net Zero and a roadmap to reaching Net Zero would be included in future versions of the Financial Accounts. Court agreed that it was important to ensure that all campuses were reflected in the images used.

Court approved the Financial statements for 2023/24 of the University of Glasgow.

CRT/2024/20.2 Finance Committee

Court noted that the Committee had discussed the recent impact of the UK Government's recent changes in National Insurance which would cost the University c£9m per annum. The Committee would review the implications to future budgets.

A query was raised about the free-cash position projections until 2035 and if they could be updated to include the potential changes to the pay spinal points which were in the initial stages of discussion. A further query was raised about the optimal size of the University in relation to retaining 42 Bute Gardens and if any decision had been reached on the size and shape of the University. Court agreed that the Finance Committee would give further consideration to both points.

CRT/2024/21. Report from the Principal

CRT/2024/21.1 Principal's Report

Court noted the report from the Principal with the key areas being:

- Changes to tuition fees in England – The UK Government had announced that, from 2025/26, the maximum tuition fee for full-time undergraduate courses in England would increase from £9,250 to £9,535 per year.
- UK Budget 2025/26 – the budget included a focus on revitalising key sectors, supporting public services and driving long-term economic stability, with real term increases in public R&D funding and pledges significant resources for infrastructure projects.
- University Rankings – The Times Higher Education (THE) had published the World University Rankings 2025 results on 9 October, with Glasgow placed 87th out of 2,092 institutions, with no movement in the University's position from 2024.

CRT/2024/22. Report from the University Secretary

Court noted the report from the University Secretary – Paper 8. The following areas were discussed in further detail.

CRT/2024/22.1 SFC Self-Evaluation for 2023/24

Court received the University's proposed Self Evaluation report to SFC for the Self Evaluation for 2023/24. This was an overview of work undertaken across the academic year, as outlined in the University's SFC Outcome Agreement.

Court approved the SFC Self-Evaluation for 2023/24.

CRT/2024/22.2 SFC - Self-Evaluation and Action Plan (SEAP)

Court noted that the University was due to submit its first Learning and Teaching Self-Evaluation and Action Plan (SEAP) to SFC as part of the new Outcomes Framework and Assurance Model (OF&AM) by 2 December 2024. Court noted that the report would be shared with Court members via email for approval prior to submission to the SFC.

CRT/2024/22.3 Court Effectiveness Review – Autumn 2023

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Court noted that the Court Governance Working Review (CGWR) had agreed that the Committee changes for Estates and Sustainability Committee and People and Organisation Development Committee would come forward to Court meeting for formal approval following discussion by the Group.

Court approved the revised Terms of Reference for the People and Organisational Development Committee and the Estates and Sustainability Committee, noting that the CGWR would approve any further minor amendments on behalf of Court.

CRT/2024/22.4 Senate Effectiveness Review

Court noted the Senate Effectiveness Review Report. It was agreed that the CGWR would work with Academic Policy and Governance Office to take forward the relevant recommendations.

CRT/2024/22.5 Organisational Change Governance Committee – SPHU Review

Court noted that the Terms of Reference for the Review had been agreed and Professor Jill Morrison, previously Clerk of Senate, had been appointed to carry out the review with a report due in December 2024.

A query was raised about the number of statisticians involved as it was felt that there should be two independent statisticians contributing to the review. The University Secretary agreed to take this forward.

CRT/2024/22.6 Resolution - Named Chair – Sir Alexander Stone Chair in Commercial Law

Court approved Resolution 713 - Named Chair – Sir Alexander Stone Chair in Commercial Law.

CRT/2024/22.7 Scottish Universities Press

Court noted that the Scottish Universities Press (SUP) had been established by the Scottish Confederation of University and Research Libraries (SCURL). SUP was a fully open access publishing press, managed by SCURL libraries on a not-for-profit basis. Like SCURL itself, SUP was a collaborative initiative committed to advancing open access publishing and making high-quality scholarly research available to a global audience. Scottish Universities Press had now been established as a Community Interest Company (CIC).

Court approved that the University Library become a full member of Scottish Universities Press as referenced in the Articles of Association.

CRT/2024/22.8 Honorary Fellowships

Court noted that the Honorary Fellowships for the Gateway Review Team had been approved via email.

CRT/2024/22.9 Head of School Appointments

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

College of Science and Engineering

Head of the James Watt School of Engineering

Professor Muhammad Imran had been appointed as the Head of the School from 1 January 2025 for 4 years.

CRT/2024/22.10 UKVI

Court noted the following a visit in June 2024 by UKVI, they were now requiring the University to implement an action plan to address "a series of minor breaches" in the data held on international students. This matter was being treated as a top priority by SMG given the fact that UKVI regulated the recruitment of international students. It was noted that Court would be kept informed as work on the action plan progressed.

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CRT/2024/23. Student Matters, including: SEC Report; SRC President update

CRT/2024/23.1 Rector update

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

CRT/2024/23.2 SRC update

The SRC President reported that Clubs and Societies continued to grow and that the SRC has also seen a significant increase in student engagement particularly in voting and in visits to the SRC website. Concerns however were raised by the SRC President in relation to issues and difficulties faced by clubs and societies regarding the lack of space provided for student led activities and events on campus which was impacting on the student experience. It was also noted that SRC Advice Centre had seen a large increase in students requesting support which was leading to an increase in response times. The SRC President also reported that they were working with the University on improving the support provided for students with a disability.

CRT/2024/23.3 Student Experience Committee

Court noted the Student Experience Committee report from 27 September 2024 which included updates on: Student numbers 2024-25; Financial Support Fund; Student Bodies updates; Sports Strategy and Planning Gorup; and the Student Wellbeing Framework Review.

The Convener thanked the SRC President for his report.

CRT/2024/24. Reports of Court Committees

CRT/2024/24.1 Estates Committee

Court noted the report from the Estates Committee.

CRT/2024/24.2 Audit & Risk Committee

Martin Sinclair, chair of the Committee, reported that the Committee had received the University's financial statements for the year ended 31 July 2024. The Committee heard that on the basis of the work performed, the external auditors anticipated issuing unqualified audit opinions on the Group and University's financial statements, and on the University's subsidiary financial statements.

Court also noted the Annual Report to Court and the Annual Statement on Compliance with the Concordat to support Research Integrity 2024.

During discussion it was noted that a wider review of Cyber Security would take place for servers that were the responsibility of Schools and Colleges, rather than University Services, following the recent internal audit recommendations. Court also noted that the Audit and Risk Committee was undertaking a review of regulatory and statutory bodies involved with the University so that Court could be provided with further assurance.

CRT/2024/24.3 Information Policy and Strategy Committee

Court noted the report from the Information Policy and Strategy Committee.

CRT/2024/24.4 People and Organisational Development Committee

Court noted the report from the People and Organisational Development Committee.

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It was noted that draft minutes from the Committee would be reviewed to ensure that they better reflected the discussion at the committee meeting in relation to talent management/succession planning.

CRT/2024/24.5 Health Safety and Wellbeing Committee

Court noted the report from the Health Safety and Wellbeing Committee. A query was raised in relation to the consultation that had been undertaken with the Unions and the restructuring of health and safety representation. It was noted that unions should be involved at the concept stage of proposed restructuring exercises. It was agreed that the University Secretary would take this forward.

CRT/2024/25. Senate Matters

Court noted the report from the Senate meeting held on the 3 October 2024.

CRT/2024/26. Any Other Business

No substantive matters were raised.

CRT/2024/27. Date of Next Meeting

The next meeting of Court would be held on Wednesday 19 February 2025 at 1.45pm. A Pre-Court briefing would take place at 12pm.

COURT

Court Meeting: 19 February 2025
Document Title: Student Experience Strategy Update
Responsible: David Duncan & Jonathan Jones

Executive Summary:

Court was last updated in April 2024 on the Student Experience Strategy (SES), and the attached report details the progress on the project implementation. Commencing in 2022/23 and running for five years with dedicated strategic investment totalling £6.8m, the SES is supporting fourteen projects that focus on increasing student opportunity, supporting wellbeing, improving inclusion and belonging, and enhancing aspects of the physical and digital environment.

To date, twelve of fourteen projects have been approved with six delivered, six in delivery and the final two progressing in the next few months.

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

Action Required:

☐ FORMALLY APPROVE
☒ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications: As per budgets

Risk and Assurance: SMG - Geopolitical landscape (ID: 1450)
SMG - Government Policy Changes (ID: 1298)
SMG - Student recruitment market (ID: 1357)
SMG - Value, impact and benefits realisation (ID: 1289)
SMG - Maintaining and improving reputation (ID: 1342)
SMG - Campus development and maintenance (ID: 1392)
SMG - Student non-academic experience (ID: 1438)

University Strategy: World Changers Together: World Changing Glasgow 2025

Sustainability Implications/Assessment: None

Student Experience: The following supports how we will provide students with fulfilling, rewarding, and enriching co-curricular experiences, in support of and complementing the work of the Learning and Teaching Strategy.

Equality Considerations: N/A

Supporting Information: University of Glasgow - MyGlasgow - MyGlasgow Students - Student Experience

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

Remove all hyperlinks to business cases before publication.

1. Background

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

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

Commencing 2022/23 and running for five years with dedicated strategic investment totalling £6.8m, the SES is supporting fourteen projects that focus on increasing student opportunity, supporting wellbeing, improving inclusion and belonging, and enhancing aspects of the physical and digital environment.

2. Delivery at the half-way stage

Since our last report in April 2024, we have continued to progress project implementation, guided by our delivery roadmap.

To date, twelve of fourteen projects have been approved with six delivered, six in delivery and the final two progressing in the next few months.

Of the six delivered, two are one-off projects with the other four nearing the end of their pilot phase in July 2025. We are currently working on individual evaluations for each one which will inform specific continuation decisions. If deemed to be successful, projects will transition from strategic investment funding to on-going operational budgets and business-as-usual management. If evaluations are inconclusive, projects may be adapted and their pilot extended before being reviewed for a final decision.

The six "in-delivery" projects continue to be piloted over various timescales with evaluation in either July 2026 or July 2027.
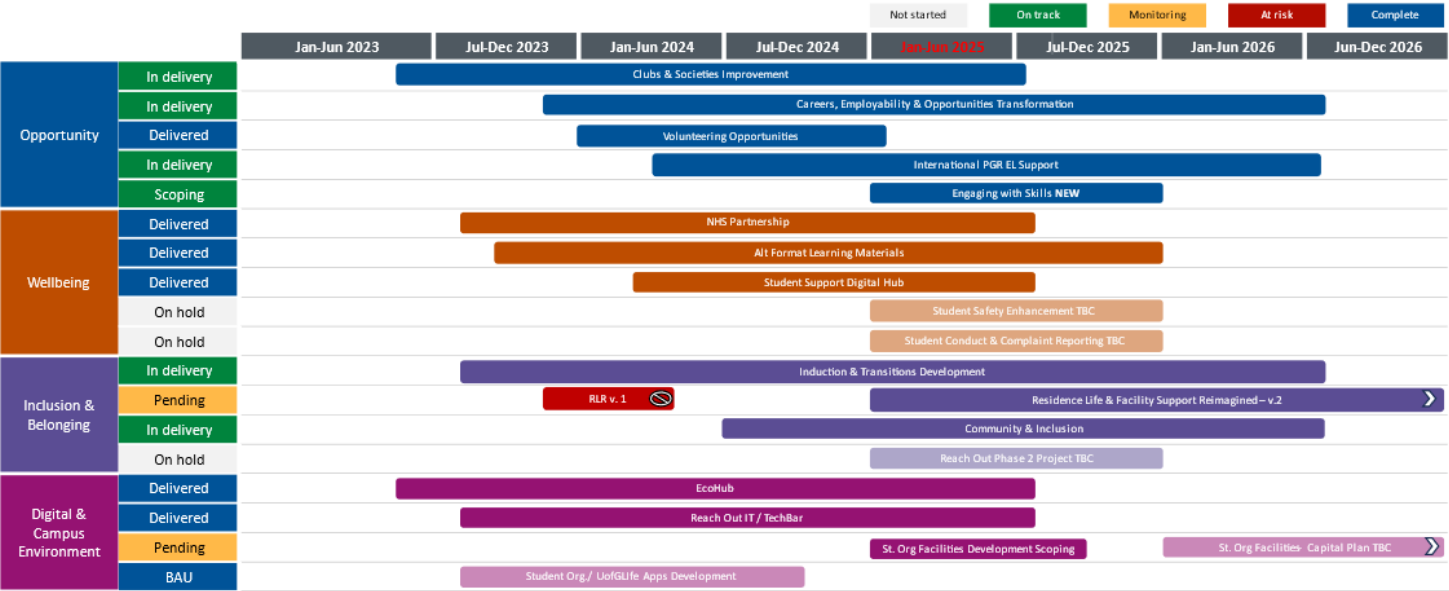
Implementation progress continues to be overseen by the Student Experience Committee and the SES Delivery Board, guided by Operational and Student Organisation Consultation groups.

3. Next steps

The remaining two project proposals will progress to delivery alongside the rest of the portfolio with on-going project management, staff and student communication and evaluation coordination.

The following provides more detail on the roadmap, each theme and its constituent projects.

Pillar	Status	Project
Opportunity	In delivery	Clubs & Societies Improvement
	In delivery	Careers, Employability & Opportunities Transformation
	Delivered	Volunteering Opportunities
	In delivery	International PGR EL Support
	Scoping	Engaging with Skills NEW
Wellbeing	Delivered	NHS Partnership
	Delivered	Alt Format Learning Materials
	Delivered	Student Support Digital Hub
	On hold	Student Safety Enhancement TBC
	On hold	Student Conduct & Complaint Reporting TBC
Inclusion & Belonging	In delivery	Induction & Transitions Development
	Pending	RLR v. 1 / Residence Life & Facility Support Reimagined – v.2
	In delivery	Community & Inclusion
	On hold	Reach Out Phase 2 Project TBC
Digital & Campus Environment	Delivered	EcoHub
	Delivered	Reach Out IT / TechBar
	Pending	St. Org Facilities Development Scoping / St. Org Facilities Capital Plan TBC
	BAU	Student Org./ UofGLife Apps Development

Legend: Not started | On track | Monitoring | At risk | Complete

Timeline columns: Jan-Jun 2023 | Jul-Dec 2023 | Jan-Jun 2024 | Jul-Dec 2024 | Jan-Jun 2025 | Jul-Dec 2025 | Jan-Jun 2026 | Jun-Dec 2026

Latest roadmap showing all proposed projects, with delivery status and indicative timescales. Of the initially proposed 22 projects, 14 are active due to some being merged, on hold, or being delivered via other means.

Financial Update – 01/25 Investment Committee

Budget Line	Project Stage	Pillar	Approval Board OR Committee	Approval Date/Target Approval Date	Cost Maturity	22/23 - 26/27 Implementation				Operational Impact (25/26 & 26/27)	Budget Period (23/24 - 26/27)
						Approved (£000)	Actual Costs to Date (£'000)	Forecast Cost to Complete (£000)	Forecast outturn		
Programme Delivery	Delivery	All	IC	Dec-22	High	356	253	103	356	292	648
Eco-Hub	Delivery	Digital & Campus	IC	May-23	High	182	116	29	145	116	260
Club & Society Improvement	Delivery	Opportunity	IC	May-23	Medium	101	37.9	57	94	20	114
Student Tech Bar Project	Delivery	Digital & Campus	SEDB	Jul-23	High	199	82	54	136	164	299
NHS Partnership	Delivery	Wellbeing	SEDB	Jul-23	High	71	31	37	68	87	155
Induction & Transition	Delivery	Inclusion & belonging	IC	Aug-23	Medium	530	156	347	503	211	714
Disabled Student Provision	Delivery	Wellbeing	IC	Sep-23	Medium	331	59	267	327	165	492
Careers & Global Opportunities	Delivery	Opportunity	IC	Dec-23	Medium	761	243	474	717	1,284	2,001
Enlish Language Support for Doctoral Writing	Delivery	Opportunity	SEDB	Mar-24	Medium	121	3	118	121		121
Community & Inclusion	Delivery	Inclusion & belonging	IC	Jun-24	Medium	430	6	486	492	135	626
Student Support Digital Hub	Delivery	Wellbeing	SEDB	Mar-24	Medium	90	48	42	90		90
Residence Life Project	ReDesign	Inclusion & belonging	SEDB/IC	Dec'24	Medium	2,222		2,222	2,222	(1,417)	805
COMMITTED SPEND						5,394	1,035	4,235	5,270	1,057	6,326
Student Facilities Vision Scoping	Redesign	Digital & Campus	SEDB	Apr-24	Low			175	175		175
R&R Achievement	Pipeline	All	SEDB	n/a	Low			20	20	20	40
UNCOMMITTED SPEND						0	0	195	195	20	215
TOTAL PROPOSED INVESTMENT						5,394	1,035	4,430	5,465	1,077	6,541
BUDGET						5,394		3,544	3,544	3,251	6,795
VARIANCE						0		(886)	(1,921)	2,174	254

Note: Total additional cost of Res Life Project included in 'Implementation' above would be incurred in SAS/Estates, additional income & cost savings which would offset these are shown in 'Operational Impact' as these arise in Accommodation BAU budgets. Changerequest approved Dec'24.

Financial forecasts currently c.4% under net strategic budget, 2022/23 – 2026/27.

Approved Project Delivery Update (*January '25*)

Opportunity	Latest status
Clubs & Societies Improvement **IN DELIVERY**	• **Publicity Equipment** – complete and in use, e.g. SRC lending Library • **Sport Club Mgt System** – complete and in use. Joint SRC & GUSA Club/Society Portal • **Sport Club Culture Training** – revised training suite successfully piloted September '24 • **Club/Society Storage** – two options launched Semester 1 24/25: QMU & Loanbank Store • **Room/Space Booking** (part 1 of a wider policy & process review) – consolidated space/room booking enquiry form now live as a single gateway to CTT, SRC, QMU & GUU spaces. Club/Society room requests up YoY. Future phases TBC. Evaluation / continuation decision July '25 On-going SES funding for 25/26 TBC
Careers, Employability & Opportunity Transformation **IN DELIVERY**	• New Student Opportunities Hub launched • 40% increase in "Find a Solution" student internships with third sector organisations • Enhanced employer engagement events and activities across the year • A new Peer Career support network now live • New "Workplace 101" provision now live • Initial release of dashboards featuring data insight for Graduate Outcomes, Careers Registration, and student engagement now live • First Stage Gate Review assessed as successful; continuation approved
Volunteering Opportunities **DELIVERED**	• Existing pilot now permanent with allocated funding successfully moved from SES to SRC operating budget. • SRC plan to standardise and embed volunteering recognition and reward approved by SEC.
International PGR EL Writing Support **IN DELIVERY**	• Researcher Development Specialist (English Language for Doctoral Writing) recruited and in post November '24 • Embedded in Researcher Development Team within R&I • Plan developed for roll out of improved EL writing support during 24/25 • Initial comms and engagement with stakeholders and International PGRs underway

Wellbeing	Latest status
NHS Partnership **DELIVERED**	• NHS joint-role, Community Psychiatric Nurse, active in post for just over 1 year • Referral routes to Community Mental Health Team, Primary Care Mental Health Team, ESTEEM (early MH intervention service), Autism Services, etc. all set up and functioning well • Delivering proactive intervention that is helping to avoid pro-longed referral and case escalation • Data collection underway to inform reporting and evaluation Evaluation / continuation decision July '25 S&AS budget submission for 25/26 TBC

Alt Format Learning Materials Provision **DELIVERED**	• A six-month delay to start of the project (now July '24 – Jan '26) due to recruitment challenges • All roles fulfilled and staff commenced July – Sept '24. • Service launched to Staff & Students August - September • Additional software in use by new team and delivering enhanced functionality and opportunities

Inclusion & Belonging	Latest status
Induction & Transitions Development **IN DELIVERY**	24/25 successful rollout of: • Redeveloped Glasgow Essentials (all offer holders) • Redeveloped Transitions to Glasgow (T2G) UG • Launched new Transitions to Glasgow (T2G) PG 25/26 improvements and new support development underway *Early evaluation report and next scheme of work*
Community & Inclusion **IN DELIVERY**	***Workstream 1 – SRC*** • Expanded Club/Society grant funding live resulting in a YoY increase in student-led community activity ***Workstream 2 – S&AS*** Suite of activities launched under *Team UofG Together* banner: • Delivered first eight in-person "community café's" • Launched Team UofG Together online community • First round of internship scheme complete, awarding funding to 15 of 33 locally proposed projects, covering all Colleges, some Services and St. Organisations, plus all levels and modes of study.
Residential Life & Facility Support Reimagined **COMMENCING DELIVERY**	• A revised, larger project incorporating original change to a new ResLife support model **plus** the introduction of new, University managed "out of hours facility support" capability. • Expanded scope will provide comprehensive, robust, round-the-clock student support across <u>all</u> halls of residence, improving student community, safety, security, and experience.

Digital & Physical Environment	Latest status

EcoHub
 	
DELIVERED
 	
Video Tour
	• A successful launch in Semester 1:
	  o 7,300+ visits; 13 bike repair sessions; 9 GUEST events
	  o 9 clothes repair sessions; 9 club/society & 4 craft events
	  o Over 9,500 items re-purposed and 68 bike repairs
	  o An estimated student cost saving of over £54,000
	  o A 24% increase in GUEST student engagement
	Evaluation / continuation decision July 25
	Sustainability (Estates) budget submission for 25/26 TBC

Reach Out IT / TechBar **DELIVERED**	Initial review after first 9 months of operation: • Re-formatted the space • Extended opening hours (now 08:00–20:00, 7-days/wk) • Expanded range of proactive solutions to common issues • Increased the number of workshops and clinics Evaluation / continuation decision July 25 Info Services budget submission for 25/26 TBC

Student Support Digital Hub **DELIVERED**	• Aligning Support & Wellbeing triage across channels - UofG Life & Portal • Redesign live 10 Sept • Easier access to services and support • Self-select functionality • Sustainable and accessible user interface can react to changing needs throughout the AY
Student Organisation Facility Development Scoping **PENDING**	• Finalising individual building condition and scoping documents to inform feasibility study • Named appointment of Lead Advisor and Design Team during February • c.3-months of stakeholder engagement and building review to inform options and provide a provisional cost and timescale for potential development • Ultimate investment decision dependent upon Capital Plan prioritisation and investment feasibility

For further detail, use project links to view approved Business Cases. INTERNAL USE ONLY – RESERVED TO UofG.

Additional information is available at www.glasgow.ac.uk/studentexperience.
Alternatively, please contact Jonathan.jones@glasgow.ac.uk with any queries or feedback.

COURT

Court Meeting:	19 February 2025
Document Title:	Principal's Report
Responsible:	Professor Sir Anton Muscatelli, Principal & Vice Chancellor

Executive Summary:

The Principal's Report includes updates on the following areas:

- Recruitment and Admissions for 2025/26

- Higher Education Developments and Political Update, including Scottish Budget, Post-school Reform Legislation, Regional Growth Deals, FM economy speech, UK-EU Trade & Cooperation Agreement, Visa fees and impact on research

- University League Tables: the University of Glasgow placed 105th in the THE World Reputation Rankings, and 8 out of 11 of our subject areas are in the top 100 in the THE World University Rankings by Subject

- SMG appointments: Professor Eric Yeatman joins the University as Vice Principal/Head of College of Science and Engineering

- Principal's engagements since previous Court meeting

- Senior Management Group business since previous Court meeting

Action Required:

☐ FORMALLY APPROVE
☒ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: N/A

University Strategy: All

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information:

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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Student recruitment % changes are commercially sensitive and should be removed before publication.

Court - Wednesday 19 February 2025

Principal's Report

Items A: For Discussion

1. Recruitment and Admissions

1

2. Higher Education Developments and Political Update

<u>**2025-26 Scottish Budget – Impacts on SFC Funding**</u>

The Scottish Budget was announced on 4 December 2024, and on 28 January 2025 the Finance Secretary announced that agreements had been reached with the Scottish Liberal Democrats and Scottish Greens to support the Budget, which is now at Stage 2. Scottish Labour has signalled its intention to abstain.

Higher Education Resource
The HE Resource budget line has increased from £760.7m to £773.6. This is the primary funding line for our Main Teaching Grant, along with a few smaller pots of funding. SFC will balance the provision of funded places with the Teaching Unit of Resource (TUR) and the other small pots of funding this budget line covers.

A series of engagements between Universities Scotland and ministers followed the Budget announcement and the Higher Education minister has stated that his expectation is that the funding for the temporary c. 2,500 'SQA' places initially introduced during the COVID-19 pandemic will be retained by the SFC and reinvested within the teaching grant, with an emphasis on widening access and enhancing the student experience.

Higher Education Capital
The HE Capital budget line has increased from £356.9m to £368.3m. This funding line primarily (and since 2020/21) includes funding for research and innovation, along with funding for university buildings and infrastructure.

If this uplift was applied to our research and innovation funding streams using the same proportionality seen in 2024/25, we could see the following funding amounts across the core research and innovation funding lines in 2025/26:

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- **Research Excellence Grant**: £264.5m for the sector (+£8.1m on 24/25), and £53.9m for UofG (+£1.7m on 24/25).
- **Research Postgraduate Grant:** £39.1m for the sector (+£1.2m on 24/25), and £9m for UofG (+£281k on 24/25).
- **Knowledge Exchange and Innovation Fund:** £23.7m for the sector (+£735k on 24/25), and £3.1m for UofG (+£85k on 2024/25).

The above figures relate to the 3.2% uplift being applied flatly across the 3 core funding streams. However, we could instead see larger increases to the REG and capital maintenance grants balanced with lower or flat cash settlements across other grant areas. The minister has indicated that in terms of application of funding across research, innovation and capital maintenance, engagement will continue with the SFC, as per the usual allocation process, on the appropriate split with the sector's views taken into account.

Engagement with SFC and Universities Scotland continues, and I will update Court further at the meeting.

Post-School Reform Legislation
The Scottish Government has introduced the Tertiary Education and Training (Funding and Governance) (Scotland) Bill with the aim of simplifying funding for college and university learners as well as apprentices. If passed, it will transfer responsibility for national training programmes and apprenticeships from Skills Development Scotland to the Scottish Funding Council (SFC), consolidating oversight of tertiary education. The Bill also proposes reforms to the SFC's governance, enhancing its role in overseeing education and training. Previously referred to as the Post-School Education Reform Bill, the change in name is for technical and legal reasons and does not reflect a change in the Bill's intent.

The University of Glasgow has previously submitted evidence to both the Withers Review and the consultation on post-school education and skills reform legislation, noting our preference for consolidating all provision and student funding within the SFC. This would ensure a streamlined approach, improving the interface for both institutions and students.

City Region and Regional Growth Deals
The Scottish Parliament's Economy and Fair Work Committee has been reviewing the progress of City Region and Regional Growth Deals, with the Deputy First Minister stating in evidence that she considered growth deals to be one of the most successful economic interventions of recent years. The Deputy FM said the government was open to discussions about the future of growth deals and had initiated conversations with UK counterparts. The Secretary of State for Scotland highlighted that the UK Government's spending review would commence in April, followed by a statement to the House of Commons in June, and he noted this would help set spending frameworks for the next stages of local growth.

The University of Glasgow's evidence, submitted to the Scottish Affairs Committee in 2024, was considered by this Committee as part of the inquiry. The University has also recently submitted

evidence to the House of Commons Science, Innovation and Technology Committee's inquiry into Innovation, Growth and the Regions.

First Minister Economy Speech

On 22 January, the First Minister gave a speech on Scotland's economy, highlighting the important role that universities play. As part of the speech, he announced a proposal to work alongside the UK Government to develop a bespoke migration solution for Scotland to help address Scotland's economic and demographic needs by retaining more international graduates in Scotland. This proposal aligns with Universities Scotland's General Election manifesto ask from 2024. In addition to the migration proposal, the FM set out the opportunities of rejoining the European Union and the need to maximise the benefits of Scotland's energy wealth.

Review of the UK-EU Trade and Cooperation Agreement

The Scottish Parliament's Constitution, Europe, External Affairs and Culture Committee has been reviewing the impact of the UK-EU Trade and Cooperation Agreement on universities, highlighting challenges in student mobility, research funding, and staffing. Universities Scotland welcomed the UK's return to Horizon Europe, which the British Council stated would boost opportunities and attract talent. However, uncertainty over EU partnerships has led to a decline in EU academic staff. Witnesses noted the loss of Erasmus+ networks, which has excluded UK institutions from key collaborations. Universities Scotland and NUS Scotland called for a Scottish graduate visa to help retain international students.

Visas fees and impact on research

The House of Lords Science and Technology Committee has urged the UK Government to reconsider international visa changes. The Committee has raised concerns over the impact of the UK's high visa fees and inflexible immigration system, which it believes is deterring science students and early career researchers. In a letter to ministers, the committee warns the approach makes the country less attractive to talented people in areas such as AI that are central to the government's push for economic growth. It calls for a review of curbs that came into force last year on international students bringing dependants with them to the UK.

Items B: For Information

3. University Rankings

THE World Reputation Rankings

Times Higher Education has released the University's embargoed position in the World Reputation Rankings, placing us **105th** (an uplift of nine places) from the 300 ranked institutions. The World Reputation Rankings draws its outcomes from a major invitation-only academic opinion survey which aims 'to provide the definitive list of the top 300 most powerful global university brands', based on the judgement of senior academics. The University of Glasgow ranked 111th (up one place) in Research Reputation and 93rd (up 24 places) in Teaching Reputation. Receiving 1208 votes (an increase of 459), we gained 30% more votes in Research, and 48% more in Teaching Reputation compared to last year.

Subject-weighted counts show that Arts & Humanities, Life Sciences and Physical Sciences received the most votes for both Research and Teaching Reputation.

This result is very positive news, as evidence that our continued focus on activities to boost academic reputation is bearing fruit. Colleagues are undertaking detailed analysis of the results to glean information to help refine our efforts in reputation management, and this will be discussed in SMG and sub-groups over the coming months.

At the time of writing these results were embargoed until 18 February 2025.

Times Higher Education World University Rankings by Subject

On 22 January, the THE World University Rankings by Subject 2025 were released, ranking our subjects across 11 THE subject areas.

Eight of our 11 subjects rank in the top 100 worldwide, with Law and Medical & Health in the top 50 at 44th and 50th, respectively. Five subjects have improved and five have decreased their rankings since 2024. More information is found in the table below:

Table 1: THE World University Rankings – Subjects. Rank changes 2025 and 2024

THE Subject	2025 Rank	2024 Rank	Change
Law	44	=43	▼1
Medical & Health (formerly Clinical & Health)	50	53	▲3
Psychology	52	=74	▲22
Arts & Humanities	56	=54	▼2
Life Sciences	77	81	▲4
Social Sciences	91	101-125	▲
Education Studies (formerly Education)	96	=87	▼9
Business & Economics	99	101-125	▲
Computer Science	151-175	151-175	►◄0
Physical Sciences	151-175	126-150	▼
Engineering	176-200	151-175	▼

*Please note exact rank changes are unavailable for banded ranks, therefore, arrows indicate a general direction of movement.

4. SMG Appointments

As Court will be aware, Professor Eric Yeatman succeeded Professor Dame Muffy Calder as VP/Head of College of Science & Engineering from 6 January 2025. Professor Yeatman was previously Head of Department of Electrical and Electronic Engineering, Imperial College London. I am delighted to welcome him as a member of SMG.

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5. Key activities

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

Academic Development and Strategy
- 12 December: Senate meeting
- 20 January: Senate Business Committee
- 6 February: Senate meeting

Internationalisation Activities
- 22-23 November: Attended the International Finance Forum (IFF), Hong Kong as Co-Chair of the IFF Academic Committee.
- 24 November – 2 December: Led University delegation to China for the purpose of partner visits and recruitment activities:
- 24 November: Applicant Open Day Beijing
- 25 November: Meeting with Centre for Language Education and Cooperation, Beijing; partner visits; event with agents
- 26 November: I spoke as part of the 40th Anniversary celebrations of Nankai University Graduate School. I was awarded an honorary degree by Nankai University and delivered a lecture.
- 27 November: Shenzhen/Guangzhou - partner visits; event with agents
- 28 November: Visit to University of Electronic Science and Technology of China Hainan Campus
- 29 November: Shanghai - partner visits; event with agents
- 30 November: Applicant Open Day Shanghai
- 1 December: Alumni Engagement Event Shanghai
- 2 December: Global Universities Presidents and Leaders Summit in Hong Kong: I spoke on a panel session entitled 'Ethics and Value Building of AI'
- 6 December: Cuban Ambassador Visit to the University: Signing of MoU with University of Havana
- 6-11 January: University Grants Committee Hong Kong
- 16 January: International Finance Forum (IFF) Global Membership Meeting
- 17 January: Hosted visit from President of National Taiwan Normal University
- 20 January: Meeting with President of Nankai University and colleagues
- 28 January - 4 February: University delegation to India, Goa, Mumbai and Bangalore: hosted recruitment events; partner and stakeholder meetings.
- 28-29 January: Attended the QS India Summit and spoke as part of a panel on University alumni relations and philanthropy.
- 31 January: Mumbai - partner visits

- 1 February: Meeting with SDI, Mumbai
- 1 February: Event for offer holders and applicants, Mumbai
- 2 February: MoU signing with Science Gallery, Bangalore
- 2 February: Event for offer holders and applicants, Bangalore
- 3 February: Meeting with British High Commission, Bangalore
- 3 February: Meeting with Kiran Mazumdar-Shaw and Biocon colleagues – MoA signing to launch new integrated MSc in Industrial Biotechnology.
- 11 February: Hosted the President of Johannes Gutenberg University Mainz
- 13 February: I spoke at the National Indian Students and Alumni Union UK (NISAU) conference, as part of a panel regarding transnational education and HE partnerships between the UK and India.

Lobbying/Policy Influencing and Promoting the University
Media engagement
- 9 February: Appeared on BBC Radio Scotland Sunday Show to discuss UK economic forecast

Other external engagement
- 4 December: Meeting with Scottish Government Minister for Business
- 5 December: Hosted members of the House of Commons Business and Trade Select Committee and external guests for a roundtable on challenges and opportunities for local businesses.
- 9 December: Royal Society of Edinburgh Council Meeting (as President Elect)
- 16 December: Meeting Chief Executive, Royal Society of Edinburgh
- 15 January: Hosted leader of Scottish Labour on a visit to the University
- 15 January: Gave a talk on the University's innovation strategy and the Glasgow Riverside Innovation District to the Worshipful Company of Educators, as part of their seminar series
- 20 January: Scottish Government EU Discussion: providing advice to SG officials on EU relations
- 23 January: Attended City of Glasgow College Burns Supper
- 24 January: Meeting with Foreign, Commonwealth & Development Office colleagues to discuss potential collaborations
- 5 February: Hosted the First Minister on campus as part of his visit to meet care experienced students (marking 5th anniversary of The Promise)
- 6 February: Met with the incoming President of the Royal College of Physicians and Surgeons
- 12 February (and various dates): Meetings with key colleagues at the Royal Society of Edinburgh, in my capacity as President Elect.
- 13 February: Russell Group Board Meeting

Internal activities and Communications and Alumni events
- 5 December: Addressed colleagues at External Relations Staff Away Day
- 9-13 December: Winter Graduation Ceremonies

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- 11 December: Welcome Remarks: Post-Conflict Reconstruction of Higher Education in Gaza Conference
- 11 December: Attended Vigil for Survivors of Gender-based Violence, organised by the SRC
- 12 December: Attended meeting of the Shadow Board
- 12 December: Welcome remarks, Kilbryde Hospice Christmas Carol Concert which was held in the University Chapel
- 16 December: Government Relations Group meeting
- 18 December: Filming of New Year Message for University community
- 14 January: Keystone Groundbreaking Ceremony
- 14 January: Equality and Diversity Strategy Committee
- 15 January: Filming video message for LGBTQ+ History Month
- 16 January: Regular meeting with the SRC Executive
- 17 January: Recorded New Year video message for the Year of the Snake
- 18 January: Hosted Glasgow Burns Supper for alumni and friends in the Bute Hall
- 6 February: Scottish Council on Global Affairs: attended lecture delivered by and event marking the handover of the Directorship of the Council from University of Glasgow to University of St Andrews. Glasgow remains an active partner on the Council.
- 11 February: Regular meeting with the SRC Executive

6. Senior Management Group business

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

SMG Meeting of 25 November
- SRI Policy
- Colleague Engagement Survey Results 2024
- SFC Draft Self-Evaluation and Action Plan
- HESA Data Futures
- Governance structures – update

SMG Meeting of 9 December
- Undergraduate RUK Fees
- NEST Pension Scheme Membership
- FEC (Full Economic Costing) Project Board update
- Conference: Post-conflict Reconstruction of Higher Education in Gaza

SMG Meeting of 17 December
- Admissions update
- University Strategy Development
- University of Glasgow Arts & Culture proposal
- Critical Technologies Nanofabrication Facility – progress update
- Advanced Research Centre update

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- Queen Elizabeth Prizes for Education 2024-26 proposals
- College of MVLS Health Partnerships
- VP/Head of College Science & Engineering – farewell

SMG Meeting of 6 January
- Admissions update
- Health and Safety update
- Queen Elizabeth Prizes for Education
- Sector Finance update

SMG Meeting of 13 January
- UK Government AI Opportunities Action Plan
- Road to Home - Homelessness initiative
- Biotechnology & Biological Sciences Research Council partnership

SMG Meeting of 21 January
- RUK Tuition Fees
- Strategic Budgeting and Planning Round – Thematic discussions on Research and Learning & Teaching
- Transformation Quarterly update

SMG Meeting of 27 January
- Sector Finance Update and Long Term Cashflow
- Knowledge Exchange and Innovation Fund Strategy
- Queen Elizabeth Prizes for Education
- TNE Opportunities
- REF2029 People, Culture and Environment Pilot

SMG Meeting of 3 February
- Teaching Planning Principles
- NSS Task Group update
- Athena Swan Gold award – School of Cancer Sciences

SMG Meeting of 10 February
- Estates Investment Plan

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COURT

Court Meeting:	19 February 2025
Document Title:	University Secretary Report
Responsible:	Dr David Duncan, Chief Operating Officer

Executive Summary:

The University Secretary's report provides an update on the UK Visas & Immigration (UKVI) audit (**Annex 1**) and the Organisational Change – SPHSU Review (**Annex 5**) which Court may wish to discuss.

The report also includes a number of items for **Court to formally approve** and more detail is provided in the annexes:

1) Court's approval of the revised process and regulations for the election of academic staff members of Court, and update to several committees Terms of Reference is sought in **Annex 2.**
2) Court is invited to review and approve the Knowledge Exchange and Innovation Strategy **Annex 3** in advance of its full submission to SFC.

The report also includes a number of items which are for Court to note.

Action Required:

☒   **FORMALLY APPROVE - as per Annex 2 and Annex 3**
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	To be determined
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450)
	SMG - Government Policy Changes (ID: 1298)
	SMG - Operating Cash Generation (ID: 1262)
	SMG - Student recruitment market (ID: 1357)
	SMG - Maintaining and improving reputation (ID: 1342)
	SMG - Data governance and information security (ID: 1409)
	SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025

Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information:	See additional reports

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☒	STRICTLY CONFIDENTIAL

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Annex 1 and Annex 5 are confidential and commercially sensitive and should therefore not be published. This should be reviewed once the information is more widely available.

Court – Wednesday 19 February 2025

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION/DECISION/APPROVAL

A.1 *UK Visas & Immigration (UKVI) audit*

Following a UK Visas & Immigration (UKVI) audit in June 2024 the University received written notification that the audit had found "minor breaches" in our compliance. An action plan was instituted in December and a re-audit will take place after 9 March. A mock re-audit will take place on 19 February (the same day as Court). Court is asked to note the project plan, provided in **Annex 1.**

A.2 *Court Effectiveness Review*

Court's approval of the revised process and regulations for the election of academic staff members of Court, and update to several committees Terms of Reference is sought in **Annex 2.**

A.3 *SFC Reporting - Knowledge Exchange and Innovation Strategy 2025-26 to 2029-30*

Court is invited to review and approve the Knowledge Exchange and Innovation Strategy **Annex 3** in advance of its full submission to SFC.

The final version of the SEAP, incorporating comments and amendments following Court's approval in December, is attached for information as **Annex 4.** The SEAP was submitted to the SFC on the 2 December 2024.

A.4 *Organisational Change – SPHSU Review*

Professor Jill Morrison has now concluded the external review of the Funding Transition Review which had been led by the Transition Executive Group and the College of MVLS. The review, **Annex 5** indicates that the process has been fair, with criteria applied equitably across all staff grades and job families. However, communication regarding selection criteria could have been clearer.

Professor Morrison recommends the University take steps to reduce workload stress, ensure clear communications, and review key policies to strengthen equality and diversity provisions. Further refinements to the Equality Impact Assessment process, incorporating external expert advice, are also suggested.

Court is asked to note that the University will fully implement the recommendations outlined in the report.

SECTION B – ITEMS FOR INFORMATION / TO NOTE

B.1   *Employment Tribunal Hearing*

A mutually acceptable agreement has been reached between the University and Professor Findlay in respect of an Employment Appeal Tribunal (EAT) hearing scheduled for 25 February 2025. This settles any matters which would have been considered by the EAT.

B.2   *Death of student*

Tragically, a former student took their own life in December 2024. At my request, the former Clerk of Senate, Professor Jill Morrison has conducted a review of University's communications with the student over the previous year. This has given rise to a number of concerns which we are addressing. We are doing everything we can to support the student's family. We are also following through on Professor Morrison's recommendations at both School and University level.

B.3   *Chemify*

Court is asked to note that there could be a potential legal risk related to the formation of a spinout company which the University has a shareholding in. The Audit and Risk Committee have been notified and will be kept updated.

B.4   *Strategic Partnerships*

Court is asked to note that the Senior Management Group has endorsed several partnerships and initiatives with Glasgow Caledonian University, NHS Golden Jubilee National Hospital, and NHS Lanarkshire, recognising their potential to enhance education, innovation, and leadership in health education. University status is to be confirmed with NHS Golden Jubilee and NHS Lanarkshire.

B.5   *Bequest from the Estate of the late Ailie Barclay*

Court is asked to note that the University has received a bequest from the late Ailie Barclay (MA 1984, LLB 1989) in the form of her property at Lancaster Crescent, Glasgow. There are no restrictions on use of the proceeds and the Estates team will determine the next steps in relation to the property.

B.6   *Periodic Subject Reviews (PSRs)*

Following the Learning and Teaching Strategy update at November Court, it was agreed that details of the PSRs would be shared. Court Members are reminded that there are a number of PSRs scheduled and anyone interested in observing a review is encouraged to get in touch.

- Music (24 February 2025)
- Modern Languages & Cultures (5–6 March 2025)
- Management (16 April 2025)
- James Watt School of Engineering (November 2025)
- Veterinary Medicine (November 2025)

B.7   *Chancellor*

The Chancellor, Dame Katherine Grainger, is to become the new Chair of the British Olympic Association (BOA). In doing so, Katherine becomes the first ever female Chair of the BOA since its establishment in 1905.

B.8   Convener's Business

A summary of activities undertaken by the Convener from November 2024 to February 2025 is listed below.

Convener of Court – Gavin Stewart

Summary of Business from 21 November 2024 to 19 February 2025

Date	Meeting	Location
Various	Reading reports and exchanging emails re UKVI project	Virtual
4 December	Remuneration Committee	Virtual/Phone Call
5 December	Catch up with The Principal	Virtual/Phone Call
12 December	Catch up with Andy Schofield	Virtual/Phone Call
13 December	Catch up with Gregor Caldow re SPID	Virtual/Phone Call
19 December	UKVI update with Principal and Chief Operating Officer	Virtual/Phone Call
15 January	Catch up with The Principal	Virtual/Phone Call
16 January	Meeting with Frank Coton	Glasgow
	Meeting with Duncan Calvert	Glasgow
17 January	Meeting with Andy Schoefield	Glasgow
	Meeting with Chris Kennedy	Virtual
	Meeting with Richard Reeve	Glasgow
	Meeting with Tara Brendle	Glasgow
	Meeting with Amber Higgins/David Duncan	Glasgow
20 January	Court Governance Working Group	Virtual
27 January	Read FC papers and submit comments by email	Virtual
29 January	Pre Court Officer's Meeting	Virtual/Phone Call
6 February	Catch up with The Principal	Virtual/Phone Call
10 February	Meeting with Shan Shaba	Glasgow
17 February	Meeting with Lorraine McMillan	Glasgow
19 February	Tour of Special Collections, Library	Glasgow
	Meeting with Christine Middlemiss	Glasgow
	Court Pre Briefing	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow

COURT

Court Meeting:	19 February 2025
Document Title:	UKVI Update
Responsible:	Dr David Duncan, Chief Operating Officer

Executive Summary:

Following a UK Visas & Immigration (UKVI) audit in June 2024 the University received written notification that the audit had found "minor breaches" in our compliance. An action plan was instituted in December and a re-audit will take place after 9 March. A mock re-audit will take place on 19 February (the same day as Court). Court is asked to note the project plan, provided at Annex 1.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	To be determined
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Operating Cash Generation (ID: 1262) SMG - Student recruitment market (ID: 1357) SMG - Maintaining and improving reputation (ID: 1342) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	N/A
Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information:	

Classification:	☐	OPEN
	☐	CONFIDENTIAL
	☒	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

The information contained in this report is commercially sensitive.

University of Glasgow

COURT

Court Meeting:	19 February 2025
Document Title:	Court Effectiveness Review
Responsible:	Amber Higgins, Clerk of Court

Executive Summary:

As per the Court Effectiveness Review Action Plan, Court's approval of the revised process and regulations for Elected Academic Staff Members of Court, and to update the Committees Terms of Reference is sought.

- Following a review of the process for the election of academic staff members of Court, the updated regulations are attached in **Annex 2b.** The changes are minimal: maintaining a 4-year term with an additional 4-year option, similar to other co-opted members and a new regulation ensuring each College has one elected representative, plus one additional member, to maintain balance.

- Amendment of the wording on Terms of Reference from 'elected academic staff members' to 'staff representative(s) from Court' for Finance, Audit and Risk, IPSC, Nominations, Student Experience and Health, Safety and Wellbeing Committees. All Chairs have been contacted regarding the change and this will ensure that all Committees of Court are consistent in their wording.

Action Required:

☒ FORMALLY APPROVE
1) Elected Academic Staff Members of Court Rules

2) ToR – global change to staff representative(s) from Court

☐ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications:	n/a
Risk and Assurance:	n/a
University Strategy:	n/a
Sustainability Implications/Assessment:	n/a

Student Experience:　　　n/a

Equality Considerations:　　n/a

Supporting Information:　　n/a

Classification:	☒	OPEN
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　[If Confidential or Strictly Confidential, provide a brief rationale for the classification]
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University *of* Glasgow

ELECTED ACADEMIC STAFF MEMBERS of COURT
ELECTION AND APPOINTMENT RULES

Policy name	Elected Academic Staff Members of Court - Election and Appointment Rules
Approved by	Court Governance Working Group (Jan 2025) Court (TBC)
Implementation date	1 March 2025
Last reviewed	2025
Owner	Court Office
Date of next review	Prior to any Vacancy arising

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ELECTED ACADEMIC STAFF MEMBERS of COURT
- ELECTION AND APPOINTMENT RULES

1. GENERAL INTRODUCTION

1.1. The following rules have been prepared in accordance with the requirements of the sections 10 and 11 of the Higher Education Governance (Scotland) Act 2016 (the Act) and Ordinance 209 of the University Court of the University of Glasgow (Composition of the University Court).

1.2. These Election Rules (the "Rules") apply to the appointment of those individuals referred to in Section 1(g) of Ordinance 209, being those five persons to be elected to the University Court by the academic staff of the University from among their own number (hereafter, each an "Elected Academic Staff Member" or "EASM").

1.3. The appointment of EASMs to the University Court is normally conducted through a number of stages:
   (i)   Advertisement and Nomination;
   (ii)   Election;
   (iii)   Appointment;
   (iv)   and Reappointment.

1.4. These Rules are in addition to and without prejudice to any other University Policy. Where any conflict or ambiguity arises between a University Policy and these Rules, the University Policy shall take priority in resolving the conflict or ambiguity.

1.5. All documentation and information relating specifically to the election will be made available on the Court Website (the "Website"). Any queries can be directed by email to uofg-court@glasgow.ac.uk or by contacting the University's Court Office.

1.6. The University Court is responsible for the appointment of the EASMs and has delegated to the University's Court Office the responsibility for ensuring that the process and rules outlined below are adhered to.

2. ELIGIBILITY AND PERIOD OF OFFICE OF THE EASM

2.1. The constituency for the election of an EASM shall be all academic staff members of the University (defined as 'academic, teaching, scholarship and research staff') at the relevant electoral census date. Each nominee for an EASM must be a member of the same constituency of 'academic, teaching, scholarship and research staff'.

2.2.   Amongst the five EASMs, there must be at least one representative from each College., If there are no eligible nominees from a particular College, then further calls for nominees will be made.

2.3.   The electoral census date shall be the date 20 working days prior to the date of the relevant election.

2.4.   As a member of the University Court, each EASM is a charity trustee. Accordingly, all nominees are required to declare their eligibility to serve as a charity trustee under the Office of the Scottish Charity Regulator (OSCR) guidelines at the time of nomination. A form for completion by the nominee confirming their eligibility in this regard is included with the nomination form and must be submitted with the nomination. Annex A outlines the Role of the EASMs of Court and the Senior EASM. Ineligible nominees may not proceed to election.

2.5.   As member of the University Court, the EASMs must agree to adhere to the Code of Conduct for members of Court and as such endorse the Nine Principles of Public Life in Scotland, as set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000.

2.6.   All nominees are required to adhere to the University's policies and procedures and to uphold the University's values with respect to equality, diversity and inclusion. Any allegation of failure to comply with this provision will be considered initially by the Returning Officer in accordance with section 9 below.

2.7.   The initial term of office for an EASM is 4 years. A successful person will take office as an EASM on the date advertised by the Returning Officer as the relevant start date in respect of the relevant election (the "Relevant Start Date"). Each EASM's position may be extended for a further and final period of four years by agreement of the University Court on the recommendation of the Nominations Committee, following consideration under section 2.8 below, without recourse to a further election, provided that no EASM may serve for more than 8 consecutive years, Any staff representative who has served as a member of the University Court for the maximum duration of 8 years will not be eligible to be nominated again until at least two years have elapsed from the date on which their membership of the University Court ended.

2.8.   Any recommendation or request to re-appoint an EASM will be informed by the following considerations:

   a)   The length of time the EASM has served on the University Court in total;
   b)   The extent to which the EASM continues to meet the criteria for appointment;
   c)   Assessment of performance in the role to date (including, without limitation, consideration of their attendance, and compliance with the Code of Conduct for members of Court);
   d)   Any other rules made by the University Court from time to time;
   e)   Any applicable guidance such as the Scottish Code of Good Higher Education Governance 2023 (as the same may be revised or replaced from time to time).

3. NOMINATION PROCESS AND VALIDATION OF NOMINEES

3.1.   Where a vacancy for the position of EASM arises, the nominations process will normally follow the outline below:

    a)   A call for nominations will be made

    b)   All nominations must be submitted on the approved form and lodged with the Court Office by the closing date Best by the Returning Officer.

    c)   A statement giving details of the nominee and a supporting statement should be supplied, in no more than 500 words. This statement will be used for publicity purposes and will be circulated to the electorate for information;

    d)   Each nomination must be supported by no fewer than two members of the electorate;

    e)   Promotion and advertisement of the vacancy (including details of the Relevant Start Date) , in a manner suitable for bringing the vacancy to the attention of a broad range of persons.

3.2   In order to meet the objectives of section 2.2, and having regard to the number of vacancies that have arisen, nominations for prospective EASMs may be restricted to eligible staff from within one or more of the Colleges.

3.3   EASM The Court Office shall acknowledge receipt of the nomination to each nominee. If the Returning Officer believes there is any cause for concern regarding the validity or eligibility of a nomination, this matter shall be drawn to the attention of the nominee, who shall be given the opportunity to address the cause for concern.

3.5   The Returning Officer shall scrutinise nominations and can disqualify any ineligible nominees. As soon as practicable, each nominee shall be notified of the validity of their nomination and the list of nominees for the election shall then be confirmed and published.

4. ELECTION RULES

4.1.   Where two or more eligible nominations are received for a vacancy, an election ballot will be issued. Where only one eligible nomination is received for a vacancy, the Returning Officer shall normally declare such candidate to be duly elected.

4.2.   The Court Office shall appoint a Returning Officer for the election. The Returning Officer will be responsible for managing the electoral process, including arranging the announcement of candidates and their election statements, arrangements for voting and the electoral roll, the application of the election rules herein, including with regard to the content of election statements, considering complaints raised in relation to the conduct of campaigning and the election itself, imposing sanctions as appropriate.

4.3.   The University will make available on its website to all electors the names of the eligible nominees, and should nominees wish, their photograph and an election statement which will be limited to 500 words. Statements will be approved by the Returning Officer prior to publication.

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4.4.   The Court Office has responsibility for managing the election. The Head of Court Office and Clerk of Court (together with any deputies selected by them) will be the first point of contact for all matters in relation to the Election and they will liaise, as appropriate, with nominees, the campaign teams and the University Secretary in managing the election.

5. VOTING

5.1.   The Electoral Roll for all elections will consist of all those staff of the University who are academic, teaching, scholarship and research staff, who are on the main University Payroll, who have started contracts of employment with the University one month prior to the relevant electoral census date.

5.2.   No individual is entitled to cast more than one vote in the election. Each vote in the election carries equal weight.

5.3.   The voting will take place through electronic voting via a secure online voting system. Voting will be open for a prescribed period as outlined in Annex B. The Court Office will determine the dates of the election period. Where a change of circumstances occurs which in the opinion of the Returning Officer renders the voting period insufficient to enable a representative vote to be obtained under the special conditions ruling at the time, the Court Office may agree to extend the said voting periods as they consider necessary.

5.4.   The election shall be by means of a single transferable vote system.

5.5.   Proxy voting is not permitted. Where a member of the electorate is unable to vote electronically, the University will, if requested, make reasonable arrangements for the elector to have access to facilities to cast their vote, in a manner and timeframe approved by the Returning Officer.

5.6.   After the close of the poll, the Returning Officer will initiate the count. The result of the election will be announced as soon as possible after the close of voting. The result will be announced on the University Website at time designated by the Returning Officer as outlined in Annex B.

6. ARRANGEMENTS IN THE EVENT OF A DELAY IN THE PROCESS

6.1   If for any reason there is a substantive delay in an election taking place due to an election having to be re-run, the role(s) will remain vacant until such a time the election can take place.

7. REMUNERATION AND TERMS OF APPOINTMENT

7.1.   The role and responsibilities of EASMs of Court are outlined in Annex A.

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7.2.   The EASMs of Court will receive an Honorarium as agreed by the University Secretary and will be disclosed to the Remuneration Committee.

7.3.   The School of the EASMs of Court will also receive a sum of £3000 per academic year, to be used at the school's discretion.

7.4.   The person elected shall be subject to the University Court's terms and conditions of appointment and regulate their conduct in accordance with the highest standards of governance, as set out in the University Court's Code of Conduct, adherence to which is part of the terms of the appointment of all members of Court. In addition, the person elected is subject to the Charities and Trustee Investment (Scotland) Act 2005 which provides for circumstances under which an individual is disqualified from serving as a charity trustee and the person elected will be required to confirm that they are not so disqualified as part of their terms and conditions of appointment. In accordance with the Higher Education Governance (Scotland) Act 2016 (and the Scottish Code of Good HE Governance) a Policy and Procedure for the Removal of Members of Court (including the Convener of Court) is in place to address circumstances where a member has materially breached their conditions of appointment.

8. CAMPAIGNING

8.1.   Campaigning may only be undertaken during the period specified by the Returning Officer. No campaigning should be undertaken by candidates until they have been notified of that period permitted by the Returning Officer.

8.2.   All candidates will be required to note the following rules:
   a) There will be no attempt made to limit the kinds of media or campaign material that may be used in campaigning, but candidates must be aware that there may be legal constraints on the use or content of flyers and other forms of publicity and that they alone will be responsible ensuring compliance and for any liability that may arise.
   b) Official endorsements of candidates by any organisation, or by individuals representing or perceived to be representing an organisation are not permitted. Specifically, this includes endorsement by the University or by its constituent parts (whether Colleges, Schools, Directorates or other units and centres); by any of the recognised student unions or similar organisation; by the Students Representative Council or Member of Court.
   c) Candidates must not break the law or bring the University into disrepute.
   d) The use of University Buildings for campaign purposes is not permitted
   e) All campaign materials (banners, posters, flyers, etc.) must be removed within 48 hours of the close of voting.

8.3. Use of pre-existing e-mail, phone or mailing group/ lists by candidates for the purpose of promoting their campaign is not permitted. Harvesting of data from any such lists for campaign purposes is also not permitted.

8.4. Unsolicited canvassing of voters by e-mail, mail or phone using University directories or resources is not permitted. As noted at section (2), the University will ensure that the candidate's statement is made available to voters.

8.5. No candidate is permitted to supply free or discounted alcoholic drinks or illegal substances for students or staff in the course of the campaign.

8.6. A breach of these rules may result in the disqualification of a candidate by the Returning Officer. All complaints should be directed to the Returning Officer.

8.7. Nothing in these Rules prevents a member of University staff or external body from removing or prohibiting activity on campus during the course of the election.

9 COMPLAINTS AND APPEALS

9.1 Any questions regarding these Rules can be raised in the first instance with the Court Office by emailing uofg-court@glasgow.ac.uk

9.2 Any concerns or allegations of infringement of election rules should be lodged by emailing the Returning Officer. Detailed information regarding the complaint (including which Rule(s) are alleged to have been broken and details of who is alleged to have broken the rules) must be submitted together with all supporting evidence at the outset.

9.3 Complaints relating to any alleged breaches of these Election Rules must be submitted within 24 hours of the issue occurring or the complainant becoming first aware of the issue.

9.4 In any event, all complaints must be received within 24 hours following the official outcome of the election being declared.

9.5 The Returning Officer will have discretion as to how best to resolve such allegations and infringements including but not limited to:
- referring actual or alleged minor infringements;
- obtaining voluntary undertakings from infringing candidates about future conduct;
- securing the voluntary removal of infringing materials;
- securing voluntary apologies from candidates for campaign misconduct;
- imposing sanctions on candidates;

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

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

9.7   Appeals against any decision of the Returning Officer will be considered by the University Secretary and Convener of Court. Appeals against a decision of the Returning Officer will only be considered on grounds of procedure, competency or prejudice. Appeals must be submitted to the Court Office by emailing uofg-court@glasgow.ac.uk within 24 hours of the decision being sent to the party appealing. All decisions of the University Secretary and Convener of Court will be final and there is no further route of appeal.

EASM

Role description	
EASM (EASM) on Court are elected by the academic staff within the University to represent the interests of academic staff on Court, the governing body of the University.	
Role responsibilities	1. To attend and participate in the business of Senate and Court at their regular meetings.
	2. To sit on the central committees of the university but with special reference to sub committees of Court.
	3. To participate in appointing committees for Heads of College and Heads of School, and when relevant for the position of Principal of the University.
	4. To participate in the promotion processes for all job families of academic staff.
	5. To participate in reviews of Schools and other units of the University (e.g., Court and Senate reviews, Periodic Subject Reviews, etc.)
	6. Various ad hoc duties at the request of the SMG of the University.
	7. The role will be allocated 240 hours (0.15 FTE) in the Workload Model.

Role description	
The **Senior EASM on Court (SEASM)** is selected by the current members of EASM (EASM) and organises the work to be carried out by each EASM every academic year.	
Role responsibilities	1. To attend and participate in the business of Senate and Court at their regular meetings.
	2. To sit on the central committees of the University but with special reference to sub-committees of Court. The SEASM will allocate EASM to all Court committees at the beginning of each year when there is a change in the EASM or as required. The SEASM will sit on the People and Organisational Development, and Remuneration Committees.
	3. To participate in appointing committees for Heads of College and Heads of School, and when relevant for the position of Principal of the University. The SEASM will consult with the EASM to find a suitable representative from outside the appointing College unless for a Head of College position. The

	SEASM may be asked to sit on the appointment panel of a new Principal for the University.
4.	To participate in the promotion processes for all job families of academic staff. The SEASM will ensure evenness of workload across the EASM where possible and allocate panel members from outside the relevant College. The SEASM will sit on the Principal's Board of Review. The SEASM will work with relevant colleagues in Performance, Pay and Reward to identify a suitable time for EASM to feed back on their experiences of the promotion panels. The SEASM will inform Performance, Pay and Reward of new/those interested in taking part EASM, for the Headstart Academic Promotion Sessions.
5.	To participate in reviews of Schools and other units of the University (e.g., Court and Senate reviews, Periodic Subject Reviews, etc.). The SEASM will work with the EASM to allocate the year's PSRs evenly where possible, ensuring that no EASM undertakes a PSR within their own College.
6.	Various ad hoc duties at the request of the Senior Management Group of the University. The SEASM may be asked to sit on appointment panels of lay members of Court.
7.	The SEASM will organise the meetings of Court staff members (EASM, union and staff representatives) before the pre-meeting of Court and the Court meeting itself. The SEASM will liaise with the Convenor of Court to attend at least one of these meetings per academic year.
8.	The SEASM will work with the Court Office on any documentation relevant to the EASM role.
9.	The SEASM will meet with newly appointed EASM (with or without the continuing EASM, depending upon availability) to discuss the role and responsibilities, before the first Court meeting.
10.	The SEASM will be allocated 308 hours (0.2 FTE) in the Workload Model.

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ANNEX B

INDICATIVE ELECTION TIMELINE

Call for Nominations opens	April 2025 TBC
Call for Nominations closes	April 2025 TBC
Voting opens	May 2025 TBC
Voting closes	May 2025 TBC
Results declared	5pm on day voting closes
New EASM to take up office	1 August 2025
EASM initial term of office concludes	31 July 2029

All times listed are GMT.

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COURT

Court Meeting:	19 February 2025
Document Title:	Knowledge Exchange and Innovation Strategy 2025-26 to 2029-30
Responsible:	Ms Uzma Khan, Vice-Principal (Economic Development & Innovation) and Deputy Chief Operating Officer

Executive Summary:

For Academic Year 2024-25, SFC discontinued its University Innovation Fund (UIF) and replaced it with the Knowledge Exchange and Innovation Fund (KEIF). KEIF distributes more funding to HEIs than UIF in exchange for a commensurate increase in accountability around use of funding and demonstration of KE&I linked outcomes.

As part of this new accountability regime, institutions must complete a template 5-year strategy setting out their ambitions and strategic approach for KE&I. This paper presents the University's submission for 2025-26 to 2029-30. HEIs are free to refresh their KEIF submission each year in line with changes in their institutional strategy and it is expected that this document will need to be revisited following the publication of our new Research and Innovation strategies.

Court is invited to **review and approve the strategy** in advance of its full submission to SFC.

Action Required:

☒ FORMALLY APPROVE
☐ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications:	n/a
Risk and Assurance:	n/a
University Strategy:	Research Strategy
Sustainability Implications/Assessment:	n/a
Student Experience:	n/a

Equality Considerations: n/a

Supporting Information: n/a

Classification:	☒	OPEN
	☐	CONFIDENTIAL
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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

Institution:	University of Glasgow
KEIF strategy lead:	Uzma Khan
Email:	Uzma.khan@glasgow.ac.uk
Telephone:	0141 330 2000

Section A: Overview

1. Institutional context

Please provide a brief statement containing contextual information about the institution. The information provided may be anything that the institution considers relevant to the KEIF such as mission, economic context, institutional strengths, or KE&I focus. (max 250 words)

The University of Glasgow's 2022-2025 Innovation Strategy sets out its strategic ambition to be recognised as an entrepreneurial University by 2025, using its world-class research base to unleash world-changing innovation and create real-world economic impact.

The University is a founding partner of the Glasgow Riverside Innovation District (GRID) and aims to generate inclusive economic growth for one of the City's most deprived communities through its stewardship of a burgeoning innovation ecosystem within the district.

As a broad-based research-intensive institution the University is engaged across a broad spectrum of fields and innovation specialities and our entrepreneurial ecosystem support is being expanded to targets all staff and students who are interested in entrepreneurship and commercialisation activity along the innovation pathway, including seed funding provision through Glasgow University Holding Fund (GUHL).

Through the last year, the University has also focused on collaboration, jointly funding opportunities with other institutions such as the Glasgow School of Art and the Royal Conservatoire Scotland for the launch of the Creative Launch Fund, and in delivering programmes that are open to start-ups in the community and other universities such as the deep-tech accelerator, Infinity G which has been delivered in collaboration with STAC.

2. Overview of strategic ambitions

Please provide overview of 5-year approach to KE&I that will be supported by KEIF. You should highlight broad areas which you are targeting/focusing on and describe how KEIF funding will align with your institutional mission and internal strategies. (max 250 words)

The University's strategic ambition to double its performance across its innovation portfolio requires a step change in the level of engagement with innovation activities across our community. We aim to realise this over the next five years by nurturing our emerging entrepreneurial ecosystem across five broad pillars of strategic initiatives:

Inspire: we will create self-sustaining peer support networks and communities of practice to further grow our innovation community, including an "Innovation 101" programme, the Women Researchers Enterprise Network (WREN), the RISE Founders Club, Investor Days, and the University's KE & Innovation Awards to recognise our top innovators.

Create: we will pump-prime our pipeline via targeted strategic funding sources, including the MedTech Innovation Fund, the Creative Launch Fund, the Social Innovation Fund, and a range of College-specific initiatives, including innovation audits.

Thrive: we will support our developing ventures and de-risk our innovations via structured accelerator style support, including the UofG Founders Fund, ICURe, the Infinity G Venture Builder programme (open to externals) and beLAB1407.

Invest: we will sustain our spinouts to the next stage of their commercialisation journey through targeted strategic investment in companies directly and growth in the operational capabilities of our holdings company, GUHL Ltd.

The University is coming towards the end of its own strategic cycle for KE&I and will be developing refreshed Research and Innovation strategies in the coming year. We will review this overview of our 5-year approach in light of these new strategies when possible.

3. Alignment to Scottish Government priorities

Describe how your KEIF strategy aligns with Scottish Government priorities, such as the National Strategy for Economic Transformation and Scotland's National Innovation Strategy. Please provide specific information on how the KEIF strategy will contribute to these priorities. (max 250 words)

Our approach to growing Glasgow's entrepreneurial ecosystem is strongly aligned to the National Innovation Strategy and NSET:

National Innovation Strategy 2023-2033

The University's Innovation Hubs are closely aligned to the Strategy's four innovation priorities:

National Innovation Strategy priority	Aligned UofG Innovation Hub
Energy transition	Net Zero – via the Scottish Hydrogen Innovation Centre
Health and Life Sciences	Life Science and Health - via the College of MVLS Futures Theme, Advanced Diagnostics & Therapeutics
Data and digital technologies	Critical Technologies – via the Quantum Hubs
Advanced manufacturing	Critical Technologies – via the JWNC

Moreover, the University's Innovation KPIs make a direct contribution to the national Strategy's Innovation Scorecard via patents granted and academic income from business and community interactions.

NSET

NSET recognises the importance of enhancing access to entrepreneurial support for underrepresented groups, particularly women and minority ethnic groups (section 2). UofG is contributing to these priorities through three key initiatives:

- **The Women Researchers Enterprise Network**, offering a variety of talks and training opportunities targeted exclusively at women. WREN ran five events in 2023/24 including a 'Meet the Investors' event, and plans to grow this activity in the years ahead.

- **Minority Business Matters**, an enterprise support programme for female and minority entrepreneurs across the GRID and Glasgow City Innovation District communities that will offer both training and funding. This programme will run for the first time in 2024/25 and aims to attract at least 50 participants.

- **Inclusive Innovation**, a place-based innovation programme focused on integrating and embedding social enterprises into the local economy via enhancing the inclusion and participation of marginalized groups (new for 2024/25)

Section B. KE&I Capacity

4. Platform Grant

Please confirm (or otherwise) that your institution will match fund the Platform Grant (cash/in kind) and provide high level details. Please provide narrative on how the Platform Grant will be used to support and enhance capacity and improve performance in KE&I. (max 200 words)

The University match funds the platform grant directly via its Glasgow Knowledge Exchange Fund GKEF). GKEF supports UofG academics to deliver high-quality knowledge exchange activities and impact generation from their research; GKEF funds engagement, partnership-building and impact generation through collaboration with external beneficiary communities and stakeholders.

In the first two years of the 2021-2024 funding block (2021-2023) GKEF awarded £589,949 to UofG researchers leading 71 projects. In this period 106 new partnerships were established with non-academic organisations; 6478 people attended 64 public engagement events and 114 stakeholder workshops. The investment leveraged £712,000 of cash and in-kind contributions from partners. From the projects supported 3 patents were filed, 9 prototypes developed, 39 toolkits created and 5 policy briefing papers produced and disseminated.

2023-24 also saw the introduction of a new strand of GKEF funding, the Enabling Fund, which is open only to researchers who are early in their careers. Project applications from senior academics are often more mature or familiar and can score better in review over new partnerships or early-stage work. Additionally, ethnic minorities are represented at lower levels in higher university job grades. The Enabling Fund is a step towards redressing these factors to a degree.

5. Overall capacity for KE&I

Please provide an estimated number of staff (FTE) directly supported by KEIF and an estimate of staff who have KE&I as a significant part of their role. This may include both professional services staff and those in academic/leadership roles.

KEIF funding is deployed across our four Colleges and relevant University Services teams as a platform grant within general budgets, supporting us to build capacity to respond to emerging opportunities or needs and to launch ambitious, strategic initiatives that respond to global, national and local challenges, building on established strengths.

The recruitment and resourcing of teams undertaking KE&I related activity across the institution is then a significant part of how the KEIF supports KE&I activity at the University.

Below, an overview of the staff resource supported by the KEIF given its deployment across general budgets is outlined, alongside those who undertake KEI&I related work directly funded through other means:

College / University Services	Post	FTE	Funding
Arts & Humanities	KE Associate	2	IAA
Arts & Humanities	KE Administrator	0.25	IAA
Arts & Humanities	KE & Innovation Manager	1	KEIF
Arts & Humanities	Community Engagement Manager	1	KEIF
Arts & Humanities	Partnerships & External Engagement Dean	0.2	KEIF
MVLS	Industry Partnership Managers	2	KEIF
MVLS	Employer Engagement Manager	1	KEIF
MVLS	Head of Innovation & Enterprise	1	KEIF
MVLS	Translational Research Development Manager	1	IAA
MVLS	Translational Research Officer	3	IAA

MVLS	Senior Partnerships Manager	1	KEIF
MVLS	Research Impact Officer	1	KEIF
MVLS	College REF Impact Officer	1	KEIF
Science & Engineering	Impact and Innovation Manager	1	EPSRC
Science & Engineering	KE Associate	2.8	IAA
Science & Engineering	Quantum & Photonics Project Manager	1	IAA
Social Sciences	Engagement and Impact Manager	1	KEIF
Social Sciences	Impact Officer	1	KEIF
Social Sciences	IAA Project Manager	1	IAA
Social Sciences	KE Lead	1	KEIF
Social Sciences	KE Lead (Private Sector)	1	KEIF
Social Sciences	KE Lead (Communities)	1	KEIF
Social Sciences	KE Lead	1	KEIF
University Services	Impact & KE Manager	1	KEIF
University Services	Research Impact Advisor	1	KEIF
University Services	Head of Research Impact & Engagement	1	KEIF
University Services	Research Impact Data Officer	1	KEIF
University Services	Head of IP & Commercialisation	1	KEIF
University Services	IP & Commercialisation Managers	4	KEIF
University Services	IP & Commercialisation Officers	1	KEIF
University Services	Head of Innovation Partnerships	1	KEIF
University Services	Senior Innovation Partnership Managers	4	KEIF
University Services	Head of Academic Consultancy Services	1	KEIF
University Services	Academic Consultancy Managers	2	KEIF
University Services	Project Manager (Entrepreneurial Campus)	1	KEIF
University Services	Student Enterprise Manager	1	KEIF
	Est. KE FTE supported by KEIF	**35**	
	Est. KE FTE supported by other sources	**12**	

There are a range of forums used to provide oversight of and discuss ongoing KE&I work. This includes the Innovational Leadership Group (ILG), comprising many of the personnel listed above, the Research Policy and Strategy Committee, comprising senior leadership, and the University Economic Development Board and its associated working groups, which features external representation from Scottish Enterprise, Glasgow City Council and CEIS.

Section C: Outcome Grant activities

6. KE metric activity

Provide narrative on ambitions and approaches to SFC KE metric areas. This should reflect the institutional forecast data submitted via KE return template (example provided at annex B). Describe how activities and resources will be prioritised to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable. (max 500 words)

Outreach

At the heart of our programmes is our quadruple helix model of partnership across the public sector, academia, industry and community. The first wave of our Glasgow Riverside Innovation District Civic Fund supported 28 community-based projects with funds of £850-£5000 to build capacity and create impact. Our Living Lab for Precision Medicine has established a number of outreach events, bringing the subject to life for schoolchildren and communities. Our Health Innovation Hub will have space for community groups and we are working in partnership with Glasgow Clyde College to shape an existing Life Sciences qualification to align it with the needs of the new Hub's tenants.

Enterprise schemes

We are engaging with Scottish Enterprise via our University Economic Development Board to enhance both support provided within the institutional ecosystem and our academics' use of regional infrastructure and funding opportunities to better prepare projects for entry to the HGSP. SE are also engaged as key stakeholders of the University's MedTech Innovation Fund with a view to leveraging grants to provide validation and preparation for entry to HGSP.

Consultancy

The University will launch its new Academic Consultancy Service in February, providing a comprehensive end-to-end advice and support service for UofG academic consultants for the first time as well as an easy front-door for business and industry to engage with academic expertise, meeting Government ambitions. The new service aims to significantly increase the level and spread of our consultancy activity, reflected in our 5-year targets.

CPD

We will leverage international partnerships to expand our reach globally through Executive Education and non-accredited CPD, offering a variety of accredited and non-accredited short courses. We are also offering knowledge and impact-led Executive Education style courses internationally, most notably with University of West Indies and IIM. The College of Social Sciences has created a new framework for CPD/Executive Education, with pilot programmes including Women in Leadership and Productivity & AI. Additionally, the Centre for Public Policy is developing an Executive Education stream for policy practitioners, aligning professional development with our policy expertise.

Licensing

The University's IP&C team has leveraged KEIF platform spend to procure a new IP Management System, Minuet, making it much easier to strategically track and manage the

University's IP and licensing activity. The team will also be recruiting a dedicated IP Manager for the School of Engineering, seen as a key growth area for IP activity. This is reflected in the University's ambitious targets to intensify IP disclosures and licensing.

Venturing

In 2024 our spin-outs raised c.£60m of investment and created 190 jobs across ten scalable spinouts in our ecosystem. Moreover, work is underway to transition our holdings company, GU Holdings Ltd, from a virtual entity to a fully operational investment fund in its own right. The fund is designed to de-risk high-potential spinouts, enabling them to reach the stage where they can secure external investment. This work is being led by an experienced consultant who is currently developing an operational plan that outlines the additional resourcing this increased investment activity will require.

7. Graduate start-ups and spin-outs/Entrepreneurial Support

Provide narrative on ambitions and approaches to entrepreneurial support and how this will be reflected in graduate start-up and/or spin-outs survival rates reflecting the institutional forecast data submitted via X. Describe how activities and resources will be prioritised to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable. (max 500 words)

The University's Student Enterprise service's ambitions for entrepreneurial support are centred on creating a robust ecosystem that nurtures a sustainable pipeline of low-risk, high-impact start-ups, sole traders, and freelancers. Its target for new venture creation is 20-25 per annum, reflecting the 21 new ventures supported during the academic year 2023/24.

By embedding enterprise awareness across the curriculum and promoting entrepreneurship as a credible career option, Student Enterprise aims to engage more students and graduates in entrepreneurial activities and skills development programmes. The service currently engages 2,000 students annually via numerous start-up sessions including Ideation and Design Thinking, Idea Validation, Market Research, Intellectual Property, Sales, Pitching, Finance, and AI for Business and is targeting growing this to 2,500 per annum.

The Service's Freelancer Academy targets students in disciplines where freelancing is a likely career path and those developing businesses to run alongside their salaried jobs. Its extracurricular programmes include the Summer Company Programme, Summer Workshop Programme, Start-up Factory Weekends, monthly business networking sessions, Freelancer Meet-ups, and various workshops and mentorship opportunities for incubator businesses.

Student Enterprise has an incubator space in the University's Advanced Research Centre which is currently hosting 10 fixed desk businesses and 6 hot desk users. There is scope to build on this success and expand further via additional resource provided from KEIF in future years.

Future initiatives planned include Venture Quest, an annual hackathon to support ideation and design thinking, and Venture School, offering regular support programmes on the basics of starting and running a business. Student Enterprise will also create an online training platform with videos, blogs, and webinars. Additionally, the Service is exploring creating a Venture Fund for student enterprises to address the funding gap at the early start-up and growth stages.

The University is committed to enhancing the resource for student enterprise as part of its overall innovation and entrepreneurial strategy and will be funding new posts in this area through strategic use of KEIF. We believe that this enhancement of our student enterprise ecosystem will help to attract entrepreneurial students from around the world by providing the tools and funding to make post-education entrepreneurship within the region and within Scotland a viable pathway, reflecting the aims and ambitions of NSET.

Moreover, Student Enterprise currently engage with a variety of entrepreneurial focused curricula across the University's four Colleges, including "Business in the Biosciences", "International Business", "Applying Arts" and Theatre Studies, but the service has ambitions to do more. The team are actively working with our MBA, FinTech and Comp Sci programmes to offer a Start-up Pathway to their dissertation students; this approach could be expanded to include other programmes across the University, supporting the transformation of the curriculum and the fostering of the entrepreneurial mindset among students advocated within the Scottish Government's Entrepreneurial Campus report.

Section D: Wider KE&I activities

8. Wider Societal Impact

Provide narrative on ambitions and approaches to activities that are likely to be non-income generating which add societal and economic value to Scotland and beyond, making explicit reference to KEIF support. Types of non-income generating KE&I activity may include public engagement and public policy. (max 500 words)

The University of Glasgow is a civic institution, committed to making an impact on our city, on Scotland and globally. As an anchor institution, we have shaped the social, cultural and economic prosperity of our city.

The University of Glasgow is the lead partner in the Glasgow Riverside Innovation District (GRID) programme, a partnership between the University, Scottish Enterprise and Glasgow City Council. Governed through our University Economic Development Board, our GRID programme works with civic partners across key workstreams:

Enabling Investment through Infrastructure: We have continued our campus development programme, and are proud to see these new spaces being used by our community. The Byres Community Hub, based in the Clarice Pears School of Health and Wellbeing, helps to build community in the heart of the west end of Glasgow, providing

vibrant spaces our communities can use free of charge, and hosting events and training courses open to the public.

We are also continuing development on both sides of the river, consulting with local communities and working with governments and investors, we are working to transform areas of vacant and derelict land through the development of brownfield sites to deliver mixed-use developments.

Innovation: Using University Innovation Funding, Shared Prosperity Funding and wider UofG funds, we have developed a series of technology and social innovation support programmes designed to grow an entrepreneurial culture. We have already developed a MedTech support programme, the Infinity G accelerator programme and have recently launched the second phase of the Founders Fund for Creatives (with participation from Glasgow School of Art and The Royal Conservatoire of Scotland). We have also established the Women Researcher's Enterprise Network (WREN) to support and champion women-led research and innovation to ensure the potential for real-life societal impacts can be fully realised.

Community & Skills: We are committed to delivering opportunities to support access to education within the area, developing opportunities for upskilling and re-skilling, and understanding what more the partners can do to address socioeconomic inequalities within Govan and the wider city. Our partnership with Glasgow Clyde College has initially focused on Life Sciences, aligned to our Living Lab Programme, with a focus on the future skills needs of the Health Innovation Hub under construction in Linthouse.

In 2024, the University launched the GRID Civic Grant Fund. Through this initiative, the University is investing in projects that will make a positive community, civic or social impact. To date, we have awarded support to 23 projects (17 grants and 6 micro-grants) that help foster closer community connections and build capacity and resilience in those groups.

The University has also developed The Centre for Public Policy, a commitment to play our part in working with the policy community – locally, nationally and internationally – to access expertise and evidence and to devise the right tools to find solutions to the challenges they face. The centre builds collaboration between the research and policy community, by sharing evidence, nurturing skills, creating space for fresh thinking and preparing the next generation of policymakers.

9. Collaboration

This section allows institutions to set out specific ambitions and approaches to working collaboratively across the sector and alongside SFC supported innovation infrastructure (ICs, Interface, Converge). Describe how your institution will collaborate and contribute to Scottish Government priorities ensuring a more cohesive KE&I system. (max 500 words)

UofG is strongly committed to increasing its strategic partnerships across industry and key elements of Scotland's innovation infrastructure. The University regularly engages with the West of Scotland KTP Centre and has initiated monthly engagement sessions to enable

access and support for increasing the University pipeline of KTPs. The University has a current portfolio of 4 KTP projects, with 8 of the last 19 projects graded A (outstanding).

This year the University has delivered industry innovation events including a Med Tech Industry Day and a Living Lab: Health Innovation Summit to explore new industry and business collaborations. A KTP with the Crichton Trust received nominations for the Scottish Knowledge Exchange Awards 2024 and the Innovate UK Knowledge Transfer Partnership Awards, recognized by industry partners like SPEN and SGN. We plan to further utilise the KTP framework to increase engagement with Scottish businesses over the five-year strategic period. This engagement will drive and deliver increases to regional innovation and impact.

The University is also in advanced talks with Innovate UK to deliver an ICURe Discover programme for the Glasgow region, open to all institutions. The proposal is for an eight-week programme to form a pre- Scottish Enterprise High Growth Spinout Programme qualification phase, targeting academics with innovative technologies but a less developed understanding of their market and value proposition. The programme would conclude with a roundtable with various representatives from industry and investors and could act as a feeder for the University's own venture builder (Infinity G) as well as other accelerator programmes in the region, providing another step of opportunity qualification and derisking.

Further, the University works with partners from across the Glasgow City Region to put on large-scale KE&I events across the course of the year, making use of our world-leading, publicly accessible facilities (including the Advanced Research Centre). Public ARC events showcase the research and innovation activity undertaken at the University, allowing members of the public to engage with the science in interesting and innovative ways.

The Glasgow Science Festival (GSF) has grown to be one of the largest science festivals in the UK. GSF takes memorable events to non-traditional venues across the city where we engage with around 100,000 people, from all ages and backgrounds, through the June festival and tens of thousands more through our community projects.

These public engagement events form a central pillar of our long-term approach to KE&I and is complimented by activity outlined in sections 6&8 – including community engagement work as part of GRID, including the civic fund, health innovation hub (HIH) and associated community partnerships.

10. Regional approaches

Describe the role your institution aims to play at regional level and consider how this may include colleges and the potential for shared services with explicit reference to KEIF support. (max 250 words)

The University recognises the value of a regional approach to leverage our combined innovation assets. We are committed to three key initiatives with a regional dimension:

- We are in advanced discussions with Innovate UK to convene a place-based ICURe for the Glasgow City Region, co-funded from our KEIF allocation. The programme would be open to projects from all HEIs in the region and would eliminate some of the barriers to participation from smaller institutions, i.e. prohibitive time and travel costs.

- The Glasgow Riverside Innovation District and the Glasgow City Innovation District are partnering to deliver two enterprise support programmes: Minority Business Matters, focused on increasing participation of minority ethnic and females in entrepreneurship, and Inclusive Innovation, a place-based innovation programme focused on integrating and embedding social enterprises into the local economy. These initiatives would be open to community stakeholders across the region.

- The Creative Launch Fund (CLF) is a cross-city partnership with the Glasgow School of Art and Royal Conservatoire Scotland to pump-prime innovation within the city region's burgeoning creative and cultural cluster. Projects from all three institutions are supported in their project's commercialisation journey by the UofG's own dedicated IP Manager for Arts & Humanities, creating an exemplar model for the sharing of services and resources across the region. CLF has attracted praise from both City and Scottish Government officials, and we would be keen to explore the potential to further grow CLF's impact by expanding the scheme to other creative and cultural institutions within the region for round 3 onwards.

Section E: Equality, Diversity and Inclusion

11. Embedding and promoting EDI

The promotion and advancement of equality, diversity and inclusion (EDI) should be reflected across KEIF strategies. This section allows institutions to set out approaches to drive inclusive KE&I. This section should also be used to suggest national EDI measures that can be developed to evidence progress in the future. (max 250 words)

The University strongly supports measures designed to increase the participation rate of female and minority ethnic entrepreneurs in innovation activity. We are advancing EDI within the entrepreneurial ecosystem through three key initiatives:

- The Women Researchers Enterprise Network (WREN) is dedicated to promoting and supporting women-led research and innovation. WREN aims to inspire members through speakers and success stories, fostering communication via networking events and digital platforms, and providing support through skill development opportunities. Growing WREN and its counterpart Founders Network, RISE, is a key priority within the cultural theme of the UofG Innovation Strategy.

- The Inclusive Innovation programme is a place-based collaborative initiative between GRID and GCID focused on integrating and embedding social enterprises

into the local economy, enhancing inclusion and participation of marginalized groups for the creation of new businesses in the Glasgow City Region.

- Minority Business Matters is an enterprise support programme for female and minority entrepreneurs across the GRID and Glasgow City Innovation District communities that will offer both training and funding. As with Inclusive Innovation, Minority Business Matters is a collaboration between GRID and GCID which is new for 2024/25.

NSET notes that Scotland has a greater than expected total-rate of early stage entrepreneurial activity (TEA) for minority ethnic entrepreneurs and a lower than expected TEA for women. The University supports the TEA as an already broadly understood and measurable indicator of entrepreneurial participation and would propose that the sector use these to evidence progress in future.

12. EIA

Please confirm that an EIA has been undertaken and submit this with the KEIF strategy.

The University has conducted an EIA and a copy is attached.

Section F: KE&I Culture

13. Promoting positive KE&I culture

Institutions should describe the approach they will take to support a positive KE&I culture over the next five years. Institutions are encouraged to suggest methods of measuring this. (max 200 words)

Our current 2022-2025 Innovation Strategy identifies changing mindsets around the importance of KE&I as a key theme, and this will continue to be an important focus of our work in the years ahead.

A central strand of this activity is our RISE (Research, Innovation, Spin-out/Start-up, Entrepreneurship) Entrepreneurs Network, launched in Nov 2024. RISE is led by a steering group of UofG entrepreneurs who are tasked with making strategic recommendations to better embed an entrepreneurial culture across UofG. We intend to leverage our vast alumni base to grow RISE into an international network of Glasgow affiliated entrepreneurs, VCs and supporters – encouraging alumni to give back to the University in time, connections and expertise rather than just money and inspiring future generations of UofG entrepreneurs with visible role models and success stories.

Nov 2024 also saw our inaugural KE&I Awards, recognising everything from emerging talent to lifetime achievement; the event was a sell-out success and we intend to make this an annual event to celebrate our burgeoning KE&I culture. We consider the number of unique academics engaging with our services (e.g. via workshop attendance, casework, invention disclosures) to be an appropriate proxy of a healthy KE&I culture and will track this moving forwards.

14. Knowledge Exchange Concordat principles

Please confirm commitment to the principles of the Knowledge Exchange Concordat.

The University is a committed signatory of the KE Concordat and is committed to upholding and implementing its principles across its activities.

G: Any other information

Institutions may wish to use this section to provide any relevant KE&I information not otherwise covered through KEIF supported activity. (max 250 words)

H: Court/Board approval

Please confirm that this KEIF strategy has been agreed at Court/Board level and provide date of approval.

I confirm that this KEIF strategy has been agreed at Court/Board level.

Signature:

Principal

Agreed by Court/Board on

University of Glasgow KE Metrics 2024-25 to 2029-30

Metric data used in KEIF funding model
Confirmed data AY 20/21 to AY 23/24
Forecasts AY 24-25 to 28-29

Type of income	Source	Weight	Confirmed data				Forecasts				
			20/21	21/22	22/23	23/24	24/25**	25/26	26/27	27/28	28/29
			£				£				
Outreach	SFC KE metric	5	3,706,820	3,627,190	4,979,713	4,208,358	4,376,692	4,545,027	4,713,361	4,881,695	5,050,030
Enterprise schemes	SFC KE metric	4.5	2,395,767	2,670,014	3,772,912	5,134,414	5,339,791	5,545,167	5,750,544	5,955,920	6,161,297
Consultancy	SFC KE metric	3	72,588,683	78,106,155	29,709,561	22,723,467	24,541,344	24,541,344	26,359,222	28,177,099	31,812,854
CPD	SFC KE metric	2	7,645,015	8,610,942	8,382,057	7,578,076	7,881,199	8,184,322	8,487,445	8,790,568	9,093,691
Research	SFC KE metric*	2.75	55,209,667	58,489,370	66,533,616	65,730,542	68,359,764	70,988,985	73,618,207	76,247,429	78,876,650
Licensing	SFC KE metric	1.5	1,477,300	1,866,498	2,231,164	3,458,141	3,596,467	3,596,467	3,734,792	3,873,118	4,149,769
Translation	SFC KE metric	1.5	3,296,744	5,289,295	7,413,485	6,767,955	7,038,673	7,309,391	7,580,110	7,850,828	8,121,546
Venturing	SFC KE metric	1.5	2,600,000	15,263,000	2,100,000	***	7,985,200****	7,985,200****	7,985,200****	7,985,200****	7,985,200****
Total			148,919,997	173,922,465	125,122,508	115,600,952	129,119,130	132,695,904	138,228,880	143,761,857	151,251,037

* Figure also reported in HESA Finance

** At the point of submission AY 24/25 data will be forecast data

*** As per the KE Return guidance, we can only include Venturing income for Venture Capital projects which were new in that academic year; in 2023/24, there were no new projects, just the continuation of existing ones.

**** Given the in-year definition – and potential for volatility in figures returned YoY - we have taken an average of anticipated income for this metric and held it steady across each of the forecast years, inclusive of our growth ambitions.

		Confirmed data					Forecasts				
		20/21	21/22	22/23	23/24		24/25**	25/26	26/27	27/28	28/29
		Number of					Number of				
Spin outs still active and survived at least 3 years	HE-BCI	□□	□□	□□	□□		99	103	107	111	116
Graduate startups still active which have survived at least three years	HE-BCI	□□	□□	□□	□□		58	60	62	64	67

Spinout and startup activities. Number still active after 3 years	Confirmed Data					Forecasts				
	20/21	21/22	22/23	23/24		24/25**	25/26	26/27	27/28	28/29
Spinouts with some HE provider ownership	26	20	32	32		34	36	38	40	42
Other spinouts	6	8	8	5		5	5	5	5	5
Staff startups	1	1	1	1		1	1	1	1	1
Student startups	46	33	53	56		58	60	62	64	67
Social enterprises	0	0	0	1		1	1	1	1	1
Total spinouts + startups active after 3 years	**79**	**62**	**94**	**95**		**99**	**103**	**107**	**111**	**116**

Additional Institutional KPIs	9→ΐ ₸ρ ¾⅋ Ϊ╪			Targets				
	7Ϊ⅃¾⅄π¾	□□⅁□	□□⅁□	24/25**	25/26	26/27	27/28	28/29
Invoiced income	□□1□₸~	□□1□₸~	□□□□₸~	£1.6M	£2M			
Invention Disclosures	□□	□□	□□	70	90			
Patent applications	□□	□□	□□	24	32	No targets set – Innovation Strategy strategic period ends in 2025.		
Licences or Options or Assignments of IP	□	□□	□□	10	15			
New Spinouts	□	□	□	7	10			

*Baseline is a 3-year average of the years 2019/20, 2020/21 and 2021/22

2

** At the point of submission AY 24/25 data will be forecast data

3

Equality Impact Assessment Form

Please ensure you have read the EIA Policy and Guidance document before completing this form. If you need assistance, please contact the EDU. Please return the completed form to the EDU.

STEP 1 – Define policy/practice
i. Name of policy/practice/significant change
University of Glasgow KE and Innovation Strategy 2025-26 to 2029-30
ii. Owner of policy/practice (College, School/Research Institute or Service)
Uzma Khan, VP (Economic Development and Impact)
iii. Date of policy/practice approved
iv. Approved by? (Committee, College, School or Service)

STEP 2 – Description of policy/practice
i. What are the aims?
The University of Glasgow KE and Innovation Strategy 2025-26 to 2029-30 sets out the ambitions for the University's KE and Innovation activities over the next five years, with specific reference to activities enabled and supported by the University's allocation of SFC KE and Innovation Funding (KEIF). The aim of the document is to provide broad confidence to the sector around the University's ambitions for developing and growing the University's KE and Innovation activity to deliver on strategic and Governmental priorities, particularly those outlined in the Entrepreneurial Campus report and the National Strategy for Economic Transformation. Both documents recognise that there are underrepresented groups in the entrepreneurial space and suggest strategic approaches to tackle this.
ii. Who does it cover?
The KE and Innovation Strategy document aligns with the aims and activities of the University's own Innovation Strategy 2022-2025 and as such it potentially has implications for all staff and students.
iii. How often is this policy/practice reviewed?

STEP 3 – Could there be any implications for a protected characteristic group (as defined by the Equality Act 2010) in this (or the development of) policy/practice?
STEP 3a – Yes, there is a potential implication or barrier for a protected characteristic group.
Please tick all that are relevant

Protected Characteristics	Tick ✓	Notes
Age	✓	Scotland-wide data shows higher representation of those aged 18 – 24 across entrepreneurship activity compared to those in older age groups, and especially those in the 55 – 64 age bracket.
Disability (including BSL users)		
Gender Reassignment (including Gender Neutral Language)		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race	✓	There is historic underrepresentation of minority ethnic staff in entrepreneurship activity

Religion or Belief			
Sex		✓	There is historic underrepresentation of female staff in entrepreneurship activity.
Sexual Orientation			

<div align="right">**If any of the above have been ticked - Go to Step 4**</div>

STEP 3b – No, there are no potential implication or barrier for a protected characteristic group.

Go to Step 8

STEP 4 – What evidence do you have for this conclusion (potential implication for a protected characteristic group)?

Briefly explain:

Since all staff and students are within scope of this strategy, there is the potential for implications to impact a number of groups that share one or more protected characteristics. This assessment focuses on the key protected characteristic groups about which there are clearly identified disparities in relation to representation in innovation and entrepreneurship activities. These are laid out in Scotland's National Strategy for Economic Transformation (NSET) as well as observed, anecdotally, across internal UofG innovation strands, and include: Sex, Age, and Race.

Sex:
The 2024 FTSE Women Leaders Review found that women were represented in only 33.5% of leadership roles in the FTSE 350. Moreover, the Federation of Small Businesses' report *Supporting Women's Enterprise in the UK: The Economic Case* found that women-owned businesses account for just 20% of the business base in Scotland.

As outlined in NSET, *Total Early-stage entrepreneurial activity (TEA) for women in Scotland, sits at 5.3%, consistently below that of men, which was 9.3% in 2020.*

Anecdotally, female R&T colleagues at UofG are underrepresented in start-up and other entrepreneurial activities compared to male counterparts. As at 2023/24, the split across the R&T job family shows a near even distribution by sex: 49%F: 51%M[1].

Approximately 60% of all Undergraduate (UG) student entrants in 2023/24 were female[2].

Age:
In Scotland, the 18–24-year-olds group has highest TEA with 13.3% of the age group engaging in early-stage enterprise in 2021. In contrast, an estimated 6.6% of late-career Scots in the 55-64 bracket, were actively involved in start-up activity in 2021 (*Global Entrepreneurship Monitor: Scotland Report 2021/2022* (strath.ac.uk)).

At UofG those aged 25 or younger only represent 4.9% of total R&T staff group, with those in the older age groups of 56-66 comprising c.15% of the R&T job family.

Approximately, 79% of all UG students at UofG were aged 18 – 24 upon entry in 2023/24.

Race:
As outlined in NSET: *The TEA for ethnic minorities, at 12.3%, is significantly higher than that of the general population.*

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[1] All references to UofG staff data are drawn from the University's Annual Equality Monitoring Report 2023/24, unless otherwise stated.

[2] All references to UofG student data are drawn from the Page 74 of 213tudent Headcount Trend Data for 2023/24, unless otherwise stated.

Anecdotally, minority ethnic R&T colleagues at UofG are underrepresented in start-up and other entrepreneurial activities compared to white counterparts. As at 2023/24 colleagues from minority ethnic backgrounds comprise nearly a quarter (23.5%) of overall R&T job family.

Students from minority ethnic backgrounds comprised approximately, 27% of all UG entrants at UofG in 2023/24.

(N.B. Ethnicity data for UG entrants in 2023/24 are not published online.
This data should be redacted prior to publication of the EIA.)

STEP 4a – Does the evidence show a positive impact?
Please provide an example and attach evidence:

Strategic KE and Innovation activities that have the potential to generate positive impact for the groups identified. The University strongly supports measures designed to increase the participation rate of female and minority ethnic entrepreneurs in innovation activity. We are advancing EDI within the entrepreneurial ecosystem through three key initiatives:

- The Women Researchers Enterprise Network (WREN) is dedicated to promoting and supporting women-led research and innovation. WREN aims to inspire members through speakers and success stories, fostering communication via networking events and digital platforms, and providing support through skill development opportunities. Growing WREN and its counterpart Founders Network, RISE, is a key priority within the cultural theme of the UofG Innovation Strategy.

- The Inclusive Innovation programme is a place-based collaborative initiative between GRID and GCID focused on integrating and embedding social enterprises into the local economy, enhancing inclusion and participation of marginalized groups for the creation of new businesses in the Glasgow City Region.

- Minority Business Matters is an enterprise support programme for female and minority entrepreneurs across the GRID and Glasgow City Innovation District communities that will offer both training and funding. As with Inclusive Innovation, Minority Business Matters is a collaboration between GRID and GCID which is new for 2024/25.

These initiatives should also support those who fall within higher age brackets, e.g. R&T staff, as well as those marginalised group members participating in new business creation. They complement the robust support offered by Student Enterprise at the University, which ensures support for all students, thus more likely ensuring support for those most likely to be engaged in TEA (i.e. those within 18- 24 age bracket).

Go to Step 5

STEP 4b – Does the evidence show a negative impact?

You need to consult with relevant stakeholders – the EDU will assist with this process.

Provide brief details and attach evidence:

N/A

Go to Step 6

STEP 4c – Does the evidence show NO impact?

Attach evidence:

N/A

Go to Step 8

STEP 5 – Continue to promote good opportunity for all people

Promote and implement as exemplar policy/practice

The University will continue to share best practice connected to strategic activities with key stakeholders and sectors, including through SFC reporting mechanisms and in future mainstreaming reports.

Go to Step 8

STEP 6 – Involve and consult stakeholders to address any negative impacts?

EDU will assist with this process. Provide brief details of involvement and consultations:

N/A

Go to Step 7

STEP 7 – Outline any changes made to the policy/practice as a result of the consultation

Provide details of changes:

N/A

Go to Step 8

STEP 8 – Publish results (as required by law)

Return this form, once completed, along with copy of amended policy or practice and any relevant information, to the EDU for annual reporting and for inclusion on the University website.

Please note items sent to EDU here:

Once discussed and approved as part of strategic reporting cycle to SFC, this EIA will be published by EDU.

Go to Step 9

STEP 9 – Regular review

Regular reviews ensure that policy and practice is kept up to date and meets the requirements of current equality legislation. Where a negative impact has been identified and remedial actions are being implemented, the policy owner should define a timescale for review.

Please give details of review process:

Plans will be devised to collect and monitor engagement with events/initiatives amongst the underrepresented groups identified above. In the first instance, this will include steps to gather and review engagement by Sex, given the focus on addressing the gender gap within entrepreneurship.

Any findings will be considered as part of the evaluation and assessment of KE and innovation activities that contribute to the evolution and development of future iterations of the University KE & I Strategy.

SIGN OFF PROCESS

Name of EIA Owner	Jamie Wightwick (Senior Operations Manager)
Signature	

College/School/RI/Service	Innovation, Entrepreneurship and Engagement
Date of Completion	
Date received by EDU	24 January 2025
Approved in Principle?	YES NO
Any actions required? Please specify	N/A
Signed on behalf of EDU	Katie Farrell (Head of EDI)
Date	29 January 2025

University of Glasgow

Self-Evaluation and Action Plan for the Scottish Funding Council

Academic Session 2023-24

Contents

1. Introduction and Approach to SEAP

In line with the SFC Guidance on Quality for Colleges And Universities Ay 2024-25 To Ay 2030-31, released on 29 July 2024, this report will outline and reflect on the activities and outcomes associated with the quality of the student experience, academic standards and academic integrity at our institution. We will address these under the headings of,

- Excellence in Learning, Teaching and Assessment,
- Supporting Student Success,
- Enhancement and Quality Culture,
- Student Engagement and Partnership and
- Emerging Insights

At the University of Glasgow, our mission is to unleash the potential of our world-changing community through a learning, teaching and research environment that is diverse, inclusive, creative and collaborative.

During the 2023-24 session, we continued our commitment to focus on People, Place and Purpose, strengthened in our values-led University Strategy World Changers Together, and our associated Learning & Teaching Strategy and Student Experience Strategy. The activities and outcomes in this report are directly linked to our strategies which have been approved by our governing body and across our academic community.

The University remains satisfied that we are making effective progress in our approach to maintain standards and to assure and enhance the quality of the student experience, with provision underpinned by our Learning & Teaching Strategy and Student Experience Strategy. At the same time, there is robust academic governance through relevant Committees (and associated sub-committees) such as the: Learning & Teaching Committee; Education Policy & Strategy Committee; Academic Standards Committee; Student Experience Committee, all with student representation. Recent external Court and Senate Effectiveness Reviews has provided further assurance with respect to our governance.

2. Excellence in Learning, Teaching and Assessment

Our purpose is to develop and support our students through an excellent University experience and enable them to fulfil their academic potential and contribute in the fullest way possible to culture, society and the economy throughout their lives. The current Learning & Teaching Strategy (LTS) is underpinned by three pillars: Evolving Approach to Student Centred Active Learning; Transforming Curricula & Assessment; and Students' Professional & Skills Development. The Strategy encompasses wider support for learning and through related strategies including IT and Estates, and in particular, the Student Experience Strategy. Through this University-wide approach, we recognise the importance of the whole student experience, and our aim is to create a supportive, rewarding, and enriching environment and range of opportunities that cultivate the experience, skills, and knowledge required by students to make the most of their time at UofG and beyond. Specifically, we are focusing on increasing opportunity, supporting wellbeing, improving inclusion and belonging, and enhancing physical and digital environments.

Given the scale of our ambition and commitment to Learning & Teaching, we continue to recognise that strategy implementation and enhancement will be ongoing for several years. As part of our commitment to achieving these aims, a new Learning & Teaching Strategy Unit (LTSU) was established within Student and Academic Services (SAS). This brings together dedicated resources to lead delivery across areas such as: academic development, learning technology, communications, business analysis, data and project management in order to create an integrated hub of expertise that sits within Student & Academic Services, and is focused on the LTS. The LTSU will work in partnership with the Vice Principal and Assistant Vice Principal Learning & Teaching, other Services, Colleges and Schools to lead on the development, prioritisation and implementation of the L&T strategy.

During 2023-24, implementation of the LTS has focused on creating a vision for curriculum change, developing a new skills framework, and embedding our new assessment framework. One of the key

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challenges the sector began to address in 2023-24 was the access and usage of Generative AI. We have sought to align all our responses to Generative AI within the context of our Learning Through Assessment Framework (LTA)[1]. This framework advocates key principles that should underpin assessment design. Final agreement on the LTA was established during the preceding year and has been an important foundation as we respond – along with the whole HE sector – to the opportunities and challenges in usage of Generative AI. We have sought to align all our responses to Generative AI within the context of our LTA framework on the basis that it advocates the assessment designs that are also beneficial in appropriately adopting Generative AI usage in assessment. Crucially, we have acted to avoid, where possible, knee-jerk reactions towards developing Generative AI capabilities, emphasising that the thinking advocated within LTA is critical. In order to help staff and students understand the University's position on Generative AI, guidance[2] was created and published during 2023-24. In addition to this, a staff symposium on AI was held in early December 2023. This helped to inform further updates and a refresh for 2024-25 has been provided.

GenAI is a fast-moving area, and it is important that we continue to evolve our guidance and policies to support this, while maintaining quality and academic integrity. In addition, student-friendly guidance (including worked exemplars, AI tools upskilling provision, and ethical and academically rigorous use examples) has been produced by Student Learning Development (SLD). All students have access to AI training via SLD. To provide further support in this area we held an in-person workshop for 40 members of staff during May 2024, introduced by our VP L&T and VP and Clerk of Senate and allowed us to set the scene from policy through to the mechanics of making specific changes to assessment. Demand exceeded available places, and we will offer this session again through several College workshops over 2024-25. Our approach has been continually reviewed in light of and in collaboration with approaches of our peers such as the Russell Group (see the shared AI Principles to which we contributed) and through our international networks such as Universitas 21 with whom we have created shared AI case studies and resources.

Also significant in the context of our response to external factors, has been consideration of the extent to which our Accessible and Inclusive Learning Policy (AILP) continues to be appropriate given developments in the sector concerning the anticipatory duty of Universities for students with disabilities. This is a work in progress, and we have recently commissioned Advance HE to review and help strengthen our practice in this area.

More generally, significant advances were made in 2023-24 in progressing actions under the Learning & Teaching Strategy. Some examples of progress include,

- Creation of active learning guides to support staff in teaching in active learning spaces which are now hosted on the active learning hub for staff and will grow as ongoing evaluation of staff experiences in these spaces continues,
- Development of the concept of Curriculum for Life (C4L) that will produce a framework to enable development of a suite of skills-focused, credit bearing, interdisciplinary courses that focus on global challenges (such as sustainability and inequality) offering students the opportunity to engage in C4L credits as part of their chosen degree pathway. In 2023-24 we completed internal and external discovery and commenced staff and student consultation on the proposed framework. Two C4L courses were designed and developed to be piloted within 2024-25, with an ambition to launch and grow this opportunity from 2025-26 and beyond.
- To engage students as partners in the development of their curricula and skills, and in light of research on the effectiveness of this approach, we established a new, central peer learning team within Student Learning Development. This work has been the cornerstone of our Enhancement Theme activity under the Resilient Learning Communities focus; we have embedded new ranges of peer-enabled activity to promote our learning communities across campus. In 2023-24, we rolled out suites of new mentorship and leadership training for students from all Colleges and have built and embedded new peer learning opportunities within curricula in each of our Colleges and are engaged in evaluating the success of this initiative. Recognising that our need for digital learning environments has changed and, to meet demand from students and staff for secure online assessment platforms in 2023-24, we

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[1] *Please also see Enhancement and Quality Culture section for further information on the PET, a tool designed to support the LTA.*

[2] *The link to the guidance will link to the latest available version, rather than that provided in 2023-24.*

procured two digital assessment platforms in order to inform future capability for the University to host assessments outside our current platform Moodle. We are piloting both platforms for the academic year 2024/25.

- In partnership with the Student Representative Council, we also created new paid internships to support L&T strategy implementation.

Outside of the L&T Strategy, the University considers the full student experience as integral to excellence in Learning & Teaching. A number of examples of work in this area include,

- In order to address the continuation and completion gap between first and second English language Postgraduate Research students, we commenced recruitment of a new "English Language for Doctoral Writing Development Specialist" who will develop and roll out tailored provision for international / English as an additional language for PGR students during 2024-25.
- In 2023-24 we developed a proposal and agreed funding for a new, specialist team to be recruited to improve provision of alternative format learning materials for disabled students, improving our dedicated study support. The service will be launched and scaled up to students and staff in 2024-25.
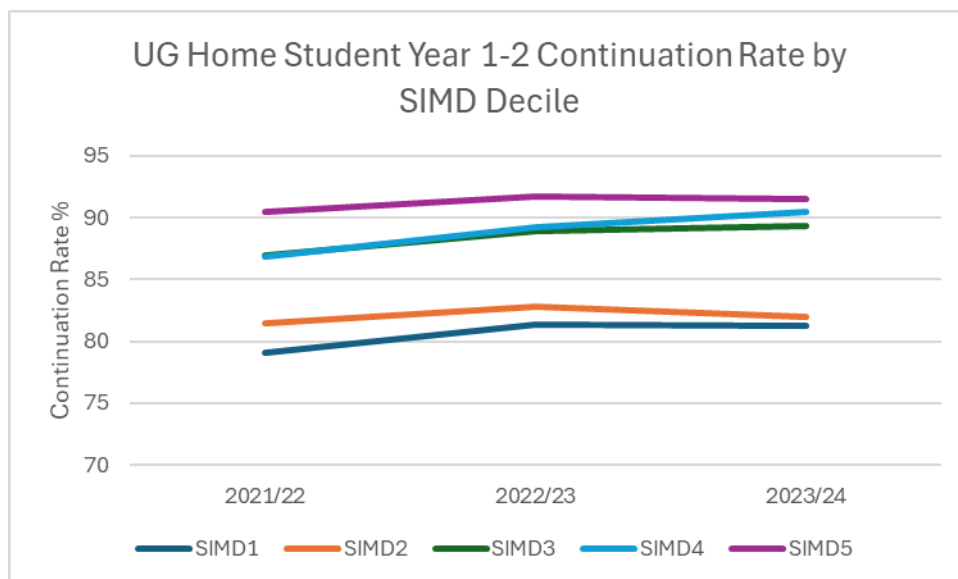
3. Supporting Student Success

Our student population has altered in the last decade, with an 19.3% increase in our overall student headcount in the past five years and with significant changes to student demographics, including domicile, ethnicity and SIMD. The COVID-19 pandemic continues to impact students, where we see the lingering effects of isolation, making it harder for students to connect with peers and build the supportive networks crucial for academic success. We are also mindful that as with many other Universities, our no-detriment policies and changes to assessment narrowed - and in some cases closed - the awarding gaps for some student groups. Post-covid, and as we have returned to some although not all traditional forms of assessment, we are seeing a return to those awarding gaps and are working to promote LTA as a key means of redressing this. Work during 2023-24 to create a profile and performance dashboard now provides us with a crucial set of data and insights for us to draw on during 2024-25.
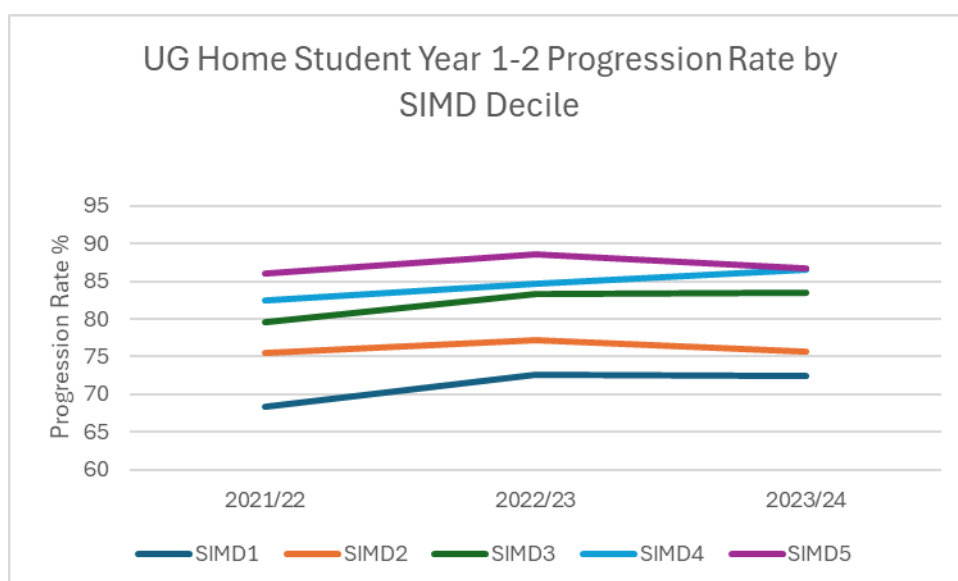
In 2023/24, as a result of previous peer-led reviews, our student support and wellbeing functions saw an uplift in capability and capacity of the teams that provide frontline support for students through specialist centrally located support, alongside more generalist, localised student support. While we have made significant progress to promote and support inclusivity, to ensure that our effort enhances the diversity and inclusion work, we recognise the need for greater awareness, proactive support, and flexible resources to empower our students and ensure they have equitable access to learning opportunities.

The University is committed to taking a full student lifecycle approach to widening access and participation, including tracking and understanding the rates of continuation, progression, and success of our SIMD20 and other widening participation cohorts when compared to the broader institution. An overview of our widening access activity in 2023/24 is included in our submitted 2023/24 Self-Evaluation – including the ongoing progress in our SIMD20 entrant proportion in aid of the sector CoWA target. Across continuation, progression and success, we continue to work to support parity of outcomes for students across SIMD quintiles, and other student demographics.

The following graph gives an overview of Home UG student outcomes in terms of year 1-2 continuation and progression rates compared across SIMD quintiles.
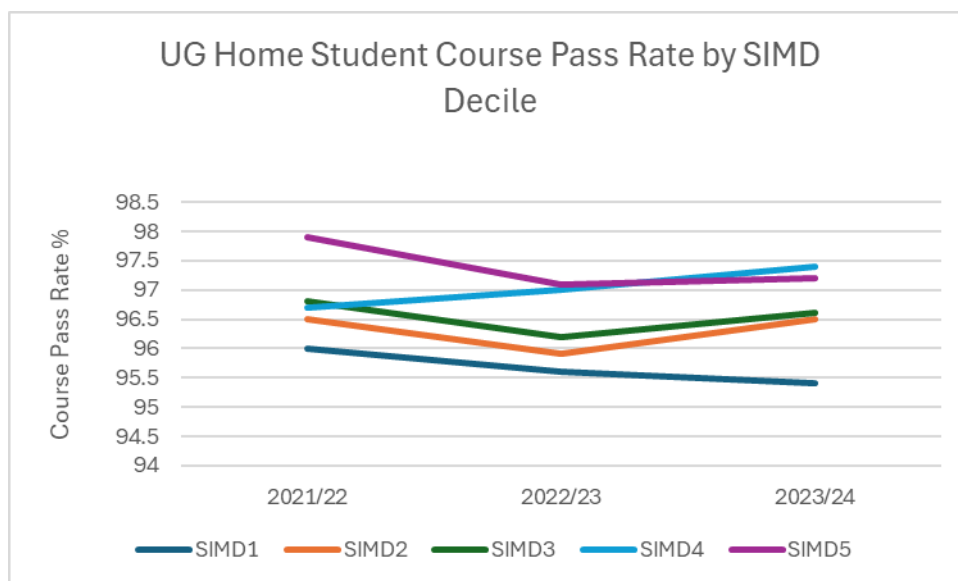

Note: Internal Standard Student Population Data. Continuation Rate is defined as the percentage of fully matriculated students who remained at the University in consecutive years, including those who may have withdrawn ahead of the December census used in HESA figures.

Note: Internal Standard Student Population Data. Progression Rate is defined as the percentage of fully matriculated students who remained at the University in consecutive years, and advanced to the next year of their programme (in this instance from year 1 to year 2), including those who may have withdrawn ahead of the December census used in HESA figures.

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Below course pass rate for Home UG students are compared across SIMD quintiles.

UG Home Student Course Pass Rate by SIMD Decile

Note: Internal Standard Student Population Data. Course Pass Rate is defined as the percentage of students achieving a passing grade in their courses.

The above highlights both the progress made in closing gaps across SIMD quintiles, and the work still to do in reducing these gaps further.

Increasingly, our students have presented with financial pressures as a barrier to success. Specifically, this manifests through the need to work, with many students reporting the requirement to do multiple jobs to cover basic expenses. Housing costs and availability, alongside food insecurity are compounded by inflation, leading students to make tough choices between work and study. As a result, financial strain frequently leads to fatigue, less time for coursework, and, for some, the difficult decision to leave or alter study patterns. In addition to measures such as additional funding for the Hardship Fund and other such support, we have been reflecting on the sobering messages from the SRC during our Learning & Teaching Committee Away day in December 2023 about the academic workload that students experience. With the ease of access to digital resources, with colleagues keen to supply materials in a range of formats (pre-recorded lectures, readings, video links), and with diversification of assessment, there is a danger of inadvertently overloading students. Where we then also raise expectations that students develop additional skills through extra-curricular activities, we can marginalise those unable to commit any additional time, potentially leaving students unable to participate in opportunities that would enhance their prospects (e.g. alumni events). As such, increased focus has been and must continue to be placed on understanding how we factor these considerations into curriculum and assessment design to ensure an inclusive learning experience.

We are mindful of the diversity of our student population and the differing experiences particularly for our students with protected characteristics. The creation of a new data dashboard that allows us to examine outcomes for students with protected characteristics, offers us the opportunity to further explore our support for students and to strengthen the response to student-led issues that are presented through the equality groups. A significant initiative during 2023-24 was the Gender Based Violence campaign "Together Against Gender Based Violence". This and other initiatives, such as our "Understanding Racism, Transforming University Cultures" action plan, that raise awareness of students' experiences on campus, alongside the annual series of events led by students through societies such as the LGBTQ+ student society, are important elements of the wider context in which our students undertake their learning. Our commitment to inclusion within the LTS beyond that of assessment, is something that we intend to focus on further during 2024-25 now that we have more robust data to inform our approach and our interventions.

Projects dedicated to enable the success of our students also continued during 2023-24. A number of highlights in this area include,

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- The University launched the of [Student Opportunities Hub](#) in 2023-24, to assist students in finding part-time jobs and internships alongside their studies. This project included a 40% increase in the [Find a Solution](#) programme, which funds and facilitates internships with third sector organisations, enabling UofG students work on short-term projects focused on civic/community engagement. For 2024-25, there will be preparation for more employer engagement events, a new Peer Career support network, and new [Workplace 101](#) provision.

- In 2023-24, SLD identified 'digital skills' as a key area of focus for an initial pilot of providing structured CPD-style opportunities for our students. Led by Student Learning Development, a one-stop-shop of digital skills training (including digital literacies and competencies training, digital platform training, AI guidance and an AI MOOC, and new digital skills courses) has been brought together. This provides students with a curated, themed group of upskilling opportunities beyond their core curricula. Looking forward, we will continue to focus on key 'themes' of skills development to build, refresh and curate opportunities for our students' professional development. Noting the challenges of locating key skills in extra-curricular opportunities, we will seek to identify opportunities to embed critical provision such as this within the formal curriculum to some extent.

- In order to address the lack of coordinating capacity to curate and expand induction and transition resources, a new central Induction & Transitions team was established with an initial focus on improving two existing resources (Glasgow Essentials and Transition to Glasgow – UG) and to develop a new Transition to Glasgow – PG programme. Later phases of work will enhance transition through UG study, into PG research, and consider non-academic related induction and transition challenges.

- Following a successful pilot, funding to the Students Representative Council (SRC) was agreed in 2023-24 for development of volunteering activities including a revised volunteer management system, in line with our aim to support inclusion and belonging, as well as supporting the local community. The SRC run [Student Volunteering Awards](#) will be incorporated into the Higher Education Achievement Report framework, replacing individual opportunities with a standardised recognition system based on hours and skills accumulated thereby incentivising students to volunteer whilst reflecting on their personal and professional growth with reference to the Graduate Attributes Framework. This creates a new space in which University Departments have an opportunity to collaborate with the SRC, who will act as Volunteering Champions in supporting and enabling the provision of opportunities.

- During 2023-24, in order to increase awareness and engagement with student clubs and societies, the University invested in additional publicity equipment and capabilities for our four student organisations and their affiliated student clubs and societies. This investment enabled the SRC to establish a Clubs and Societies Lending Library – an online platform through which Clubs can browse and book equipment which enables them in organising activities and achieving their aims. We commenced work to improve storage and room/space booking processes to facilitate more effective support in 2024-25.

- In 2023-24, the SRC identified a need to reduce the administrative and financial pressure on students travelling for their studies, particularly for those undertaking compulsory placements. Student feedback was sought on the current reimbursement mechanisms for compulsory placements and field trips within courses, which revealed two main concerns among students: the operational management of reimbursements, and reimbursement restrictions within Glasgow City Council boundaries. The SRC proposed improvements, including a standardised process for advance reimbursement for both placements and field trips, and allowing claims for placements within Glasgow City where that is not the norm already. The University will consider these, and a short-life working group has been set up to study their viability in 2024-25.

- The SRC's involvement with the University's Cost of Living Action Group (COLAG) included lobbying for free bus passes for students struggling with travel costs during 2023-24. The University's Financial Aid Team now provides flexi travel passes for up to 10 days.

- To further support students during the 2023 Spring Examination diet, the SRC collaborated with the University to run a free tea and coffee scheme, following the success of a previous trial. Commercial Services and Information Services allocated £4,000 for vouchers redeemable for medium-sized beverages and SRC student staff distributed these vouchers around Gilmorehill, Garscube, and Dumfries campuses, with redemption available at various campus outlets. The scheme was highly popular, with over 2000 vouchers redeemed.

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4. Enhancement and Quality Culture

The University is committed to maintaining its academic standards and enhancing the quality of its learning and teaching provision and continues to manage our quality processes under our Academic Quality Framework. Our established internal quality activities continue as normal, reporting outputs, trends and updates to Academic Standards Committee or Learning & Teaching Committee. Frequent activities include:

- Course and Programme Design and Approval,
- Student Feedback,
- Student Representation

Yearly activities include:

- Annual Quality & Enhancement Review
- External Examining

Periodic institution led review activities include:

- Periodic Subject Review
- Graduate School Review

In line with recent changes in the sector, we plan to embed and implement new guidance on the TQEF, TQER and 2024 UK Quality Code. We contributed to consultation by the SFC and QAA during the year and we view the sector wide changes as an opportunity to review and renew our internal practices over 2024-25.

In 2023-24, we made significant steps towards developing our approach to reviewing Student Facing Services, something that was identified in our 2019 Enhancement Led Institutional Review (ELIR) as a key recommendation noting that such reviews form part of the obligation to the SFC as part of our funding arrangements. Progress was made with developing an approach and the University's Professional Services Group approved a proposal in early 2023. Implementation of this approach had been delayed due to two unsuccessful recruitment rounds to appoint a dedicated member of staff to lead this activity within Academic Policy & Governance. An appointment was made in July 2024, and it is expected that the first review will be completed in the 2024-25 academic session.

Another key development in 2023-24 was a recognition that our suite of student wellbeing policies that underpin academic attainment and success, were in need of update or renewal in order to meet the needs of our student population; this need for change was reflected through growing number of 'good cause' (mitigation) submissions and exponential growth in extension requests in some areas of the University. This work is linked to all the themes reported in this document; however, we have highlighted it here as it represents a renewed approach to how the University develops policy to enhance our provision. Policy requirements can arise in a number of settings across the University, whether from student feedback, committee discussion or sector-wide development, and it was recognised that a model for creating, consulting and approving policy was not operating effectively at the University. The Wellbeing Policy Development group are piloting an approach to ensure that key stakeholders are involved in policy drafting and consultation, working on Support to Study, Fitness to Study and Student Carers Policies as a pilot. In 2024-25 the approach will be reviewed and considered for further improvement in this area.

We developed a new resource to identify awareness of, and alignment with, our Learning Through Assessment (LTA) framework to provide a baseline and identify areas for enhancement. The Practice Enhancement Tool (PET) underpins the embedding of LTA and is designed to be an annual staff survey, self-evaluating the understanding and use of principles relating to LTA. The survey was first run over March – April 2024 with 737 completions (29.4% of staff involved in teaching). The PET data from 2024 provides a baseline and assists with identifying areas of further improvement. Data from PET will be combined with other staff/student survey responses to develop a case study approach with feedback & suggestions for Schools. The case study will be trialled with one School in 2024-25 and we intend to run the PET survey again in the second half of 2024-25. We are also currently in the early stages of developing ideas for a Programme Enhancement Plan (PEP) that each programme

team would undertake, using available data and evidence to reflect on provision at a programme level; this will likely draw partly on PET data and will be developed further in 2024-25.

The University continued our peer-enabled activity in 2023-24, established under the most recent Enhancement Theme of Resilient Learning Communities. This has allowed us to continue to embed, expand and enhance a variety of peer-enabled activity initiatives across all our cohorts and to implement an expanded evaluation of the impact of these initiatives. Specifically, the activity here augmented the student intern team with the hiring of four new interns, with new duties emphasising the creation and implementation of quantitative and qualitative data gathering instruments for measuring programme impact and effectiveness. Our peer-enabled activity work is central to promoting the opportunities to develop group working, mentoring, peer-to-peer activity, and we know that this type of activity promotes retention and student wellbeing. Specific cohorts of students benefitting from these opportunities include international and PGT students via peer-enabled delivery of dissertation support workshops. Home and widening participation students have particularly benefitted from participation in mentoring schemes, and these students will be a target audience for the new Peer Academic Writing Tutorial Service primarily intended for first-year undergraduates. We will continue to grow and expand our peer learning opportunities, including adopting a new peer assisted study scheme for our 1st and 2nd year undergraduates to improve their academic literacies.

Recognising that estates and infrastructure feature in other documentation associated with the Outcomes Framework and Assurance Model, we would note here our response to estates and IT issues that have arisen through our internal quality processes (in particular Annual Quality Enhancement Review). We also provide an update in relation to our QESR recommendation in our Action Plan which was to review the approach to online and blended delivery to ensure greater equivalence across all provision.
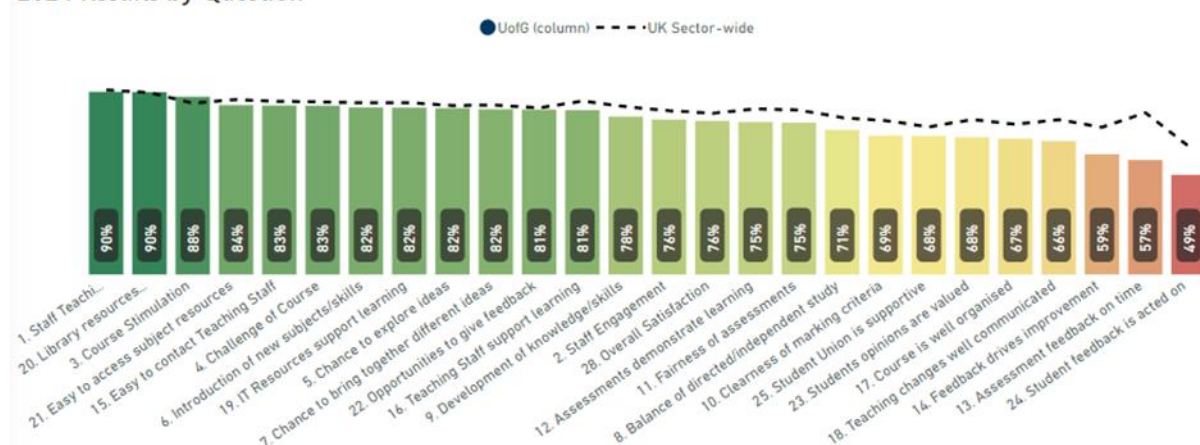
Further highlights of developments in this area include:

- As noted as part of our QESR actions, in 2023-24 we repurposed an existing high traffic space in the James McCune Smith Learning Hub to introduce a new Reach Out IT TechBar to improve the coordination and curation of IT support, improving in-person delivery capabilities. This is a walk-up service in which we have invested in a larger team to manage real time IT support needs and to increase proactive solution and training provision.
- Following on from the QESR recommendation concerning online and blended learning technologies, we have increased provision of Echo 360 (our lecture recording software) across the campus, and we have asked our internal auditors (KPMG) to undertake an audit of our technology enhanced learning and teaching (underway at the time of writing). Evidence collated for the audit shows very positive results with respect to Echo 360 use, so much so that an October 2024 report from Echo 360 places us in the top 10 UK HE institutions for lecture recording provision; something we intend to feature as a key outcome from acting on student feedback.
- The University conducted an internal review of Transnational Education (TNE) Quality Assurance procedures in 2023-24 as a 'health check' to better understand the activities (and challenges) across the partnerships; provide a clearer articulation of our TNE Quality procedures; enhance the current provision; and inform processes for new partnership development. The findings of the review have highlighted robust and effective governance structures and QA measures currently in place for all three partnerships. There is also evidence of a strong understanding amongst colleagues of the importance of transparent and collaborative working to ensure successful partnerships. A review of the data, however, suggests that there are further opportunities to be explored in terms of sharing examples of good practice as well as engaging more with the overall student body. It may also be worth investigating future possibilities for escalating updates and developments to senior management.

5. Student Engagement and Partnership

The University of Glasgow monitors and seeks to understand the experience of students via several methods, including the National Student Survey (NSS) and our own internal Student Survey.
The 2024 NSS results continued in similar trends to the previous few academic years, with a further reduction in overall satisfaction rates (from 78% to 76%), and poor performance across the assessment and feedback theme of the survey (67% satisfaction, 11% behind the sector average). We continue to see positive feedback around the quality of both teaching on course and teaching related resource. The below chart overviews UofG performance across each question, benchmarked against the UK sector:

2024 Results by Question

The University is committed to working with its student body to further understand and address these trends and recognises that while we continue to enjoy some areas of strong performance, our overall trajectory shows a downward trend over time that we are actively seeking to reverse.

The broader, internal UofG student survey provides feedback from across UG and PGT cohorts, mirroring questions and themes from the NSS, though including further bespoke questions focussed on key areas of interest for the institution. Whilst sample and other weighting factors must be considered, we do see similar trends and areas of strength and concern raised by students via the internal student survey as in the NSS. Primarily, strengths in our learning resources and quality of teaching, and ongoing concerns in assessment and feedback and student voice (especially with respect to closing the feedback loop).

Responding to both surveys and in seeking to better understand issues consistently raised by students, the Principal has created a working group led by the Senior Vice-Principal Academic to agree next steps and actions required to address these issues, taking a whole institution approach that works in concert with the actions at College, School and Subject levels. This group will report monthly into the University's Senior Management Group. More details on remit and intended actions for the group across the 2024/25 academic year are included in our Action Plan.

Given the importance of work in this area, we wish to assess the effectiveness of the University's mechanisms for recording and responding to student feedback via course evaluation surveys and Staff-Student Liaison Committees. During the 2023-24 academic session, the Student Voice Working Group recruited two student interns to gather feedback from students on their experience of the University's course evaluation processes and Staff-Student Liaison Committees. The Working Group also developed a Student Voice Framework and a document outlining its vision for a holistic and integrated approach to gathering student feedback. Furthermore, the Working Group explored the possibility of using Microsoft Copilot to analyse the free text comments from student surveys. However, due to word limits, it was agreed that this would only be beneficial for smaller courses with less textual feedback to analyse so not something to pursue at this time. The group continues to look at alternative IT solutions for sentiment analysis. In 2024-25, Student Learning Development is undertaking a pilot study of gathering the holistic student voice. Bringing together the student voice on academic and non-academic provision, the pilot study will utilise student partnerships to embed student advisory boards, student-led evaluation and feedback gathering/analysis, and new technologies to better harness, gather and action the student voice.

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Students play a vital role in academic enhancement at the University through student representation structures, involvement in quality reviews and through contributions to the enhancement themes projects. The University has a long-established partnership with the Students' Representative Council, a commitment driven by the Learning & Teaching Strategy objective to build on our strong partnership with students across all aspects of learning and teaching. We actively develop this partnership further by partnering closely with the student body on policy development and engaging students more actively in the co-creation and evaluation of the learning experiences as set out in our Code of Practice on Student Representation. SRC sabbatical officers are present in most committees where student input is required, and their views are taken into account as key stakeholders in University decision-making. In 2023-24, the demand for student input continued, resulting in the 4 SRC Sabbatical officers attending 83 different University committees, with an increase to their workload associated with those, a matter that we discussed with the QAA at our 2023-24 Institutional Liaison Meeting (ILM). This will be a key area for the University to address and explore further in 2024-25 particularly given concerns raised by the SRC at this ILM in relation to the more limited student partnership at School and Subject level within the University as compared with more senior level decision making.

A number of projects began during 2023-24 to facilitate our aim of engaging with and listening to our students,

- In 2023-24, LTSU established a student engagement project to develop a coherent approach to their understanding of curriculum-based skills, skill opportunities outwith the curriculum and began development of tools to allow students to confidently articulate both the skills and knowledge value of their degree.
- Over the year, LTSU regularly engaged students in user research activities and revised their approach to student user research across the L&T Strategy workstreams and projects. Fourteen student intern roles were approved to co-ordinate and support research on the student learning experience as well as support welcome week and these interns will be recruited in 2024-25.
- A UofG-SRC partnership project proposal to address the community, social, and cultural needs of a changing, more diverse student population was approved in 2023-24. The project will work closely with Clubs and Societies to expand and enhance student-led activities and events that celebrate diversity, foster connection, and improve mutual appreciation.
  A complementary aspect of this project will facilitate an increase in the number and type of student internship opportunities, bid for via an application process and deployed flexibly, supporting local initiatives at a Subject /School /Service/Student Organisation level thus providing more student opportunities to work with staff and each other to address local level priorities whilst developing professional skills and more opportunities to connect, from offer holder to graduate, online and in-person.
- In 2023-24, the Student Experience Strategy team established a project to improve student engagement with environmental and sustainability activities and behaviours. Working with the student-led GUEST (Glasgow University Environment & Sustainability Team), a redundant space was repurposed to establish Eco-Hub. This new student space, hosting bike repairs, a Community Fridge, permanent swap-shop, workshops, and Climate Café, will launch in 2024-25.

6. Emerging Insights

The University has experienced a marked growth in student numbers in recent years and much of what is outlined here, reflects investment in teaching, learning and the student experience to support further enhancement of our high-quality student experience as we grow. Equally, we reflect here on efforts to change aspects of our teaching model, our approach to assessment and student learning support in light of student feedback and research evidence. The investment in activities described above was born out of responses to feedback from the SRC through our committee structures and their engagement in our quality processes, and through the collaboration with students and staff as we implement our Learning & Teaching strategy. Behind this activity sits the roadmaps for L&T strategy implementation (outlined in our QESR review), and work with Information Services to create an IT strategy roadmap that underpins these developments. Wider work that forms part of the University's IT infrastructure upgrade and Transformation Programme is also pertinent to the effort underway to enhance the student experience more generally, though details are outwith the scope of

this document. Our action plan shows at a high level, key areas of activity for 2024-25, and more detailed timelines are available for most of what is shown in the Action Plan.

Building from the reflections above, some particular priorities for us during the coming year, and reflected in our action plan, are:

- Ensuring that student voice and student partnership are embedded at all levels of the University.
- Leading cultural changes and University-wide actions that are required to reverse the NSS trends concerning student voice and assessment and feedback.
- Working with students and colleagues to embed the LTA framework knowing that this is key to responding to Generative AI capabilities, and to addressing the anticipatory duties of the University towards our students with disabilities.
- Improving consistency of experience for students, especially in respect of their digital experiences, and upskilling students and staff to appropriately deploy the technologies available to us. In particular, taking forward recommendations from our blended and online learning audit and continuing to roll out MyGrades.
- Pursuing our ambitions around curriculum, skills and assessment mindful of the financial and time poverty that students experience, and the imperative to be deliberate in our learning design to ensure a realistic academic load for students.

7. Statement of Assurance

As the Accountable Officer for University of Glasgow, I confirm that I have considered the institution's arrangements for the management of academic standards and the quality of the learning experience for AY 2023-2024, including the scope and impact of these. I further confirm that I am satisfied that the institution has adequate and effective arrangements to maintain standards and to assure and enhance the quality of its provision. I can therefore provide assurance to the Scottish Funding Council (SFC) that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by SFC.

Signature:

Accountable Officer (Name): Professor Sir Anton Muscatelli, Principal and Vice-Chancellor.

Date: 02/12/2024

University of Glasgow
Self-Evaluation and Action Plan for the Scottish Funding Council
Action Plan 2024-25

	Actions in Excellence in Learning, Teaching and Assessment			
	Principle and Area for enhancement or development.	*Action(s) and planned impact/ outcomes*	*Milestone (s/ target date(s), continuing/ carried forward (c/f)*	*Responsible/ Lead*
1.	Learning & Teaching Strategy: Strategy Governance & Support	In order to oversee and prioritise strategy implementation, a new Governance Board will be created for 2024-25. Membership will include VP and AVP L&T, AVP Curriculum, Head of College, Head of School, Deans L&T and Executive Director of SAS. Furthermore, we will support the development of a new Learning & Teaching Strategy Unit (LTSU). (p.2).	First Board meeting by Semester 1 of 2024/25	VP Learning & Teaching
2.	Learning & Teaching Strategy: Student Centred Active Learning	A key pillar of our Learning & Teaching Strategy is that we are evolving our approach to Learning & Teaching, working towards student-centred, active learning. Building on our existing commitment and practice in this approach, we will promote, encourage and enable more pervasive engagement with student-centred active learning approaches. In 2024-25, we will: a. Understand experiences of staff teaching in active learning spaces to inform future design choices and teaching methodologies. We will recruit two interns to work directly with Academic and Digital Development and the wider teaching community. b. Implement a range of student-led peer enabled activity, peer mentorship, and peer learning. In 2024-25 we will continue to grow and expand our peer learning opportunities, including	a. Interns to develop and publish a suite of case studies to support staff by end of 2024-25 b. Interns and student partners recruited and trained in peer and active learning and undertaking peer/active learning upskilling of students by end of 2024-25.	VP Learning & Teaching

3.	Learning & Teaching Strategy: Transforming the Curriculum & Assessment	adopting a new peer assisted study scheme for our 1st and 2nd year undergraduates to improve their academic literacies.		
		To meet the demands of the rapidly changing external environment we are working to transform curricula and assessment in ways that draw on disciplinary knowledge to address the societal challenges that we face globally, reflect our values of inclusivity, wellbeing and sustainability, draw on best practice in teaching and assessment, and embed work-related, professionally recognised learning opportunities for students. In 2024-25, we will: a. We will recruit and establish an Assistant Vice Principal Curriculum with a remit to lead on significant curriculum transformation during the course of the next 5 years in particular. b. Continue with the development of the concept of Curriculum for Life (C4L) and will produce a framework to enable development of a suite of credit bearing courses, offering students the opportunity to engage in C4L credits as part of their chosen degree pathway. c. Provide updated guidance and support on the use of Generative AI. AI is a fast-moving area, and it is important that we continue to evolve our guidance and policies to support this, while maintaining quality and academic integrity. d. Introduce a pilot of digital assessment platforms to inform future choice for the University to host wide scale online assessments. Engage with two providers of digital assessment platforms and pilot both platforms for the academic year 2024-25. Each platform has strengths we wish to explore. e. Development of MyGrades - a Moodle plugin to support students in their academic journey by providing access to all consolidated course assessment information and grades on a student dashboard.	a. New AVP to create, by May 2025, an outline delivery plan for curriculum change, with an associated resourcing proposal. b. Over the course of the year, we will design and develop two C4L courses and pilot courses in May/June with an ambition to launch and grow this opportunity from Semester 1 2025-26 and beyond. c. Continue with progress to develop and publish guidance for staff and student to support this area during 2024-25. d. By end of 2024-25 we will have concluded the pilots and prepared our evaluation along with recommendations e. Launch first phase of the tools and associated training during and introduce College specific delivery groups during 2024-25 f. This work will report progress to Learning & Teaching Committee by the end of 2024-25 g. Successful recruitment and training of specialist by end of 2024-25 h. In Semester 2 we will formulate guidance around competence and competency in assessment that is	VP Learning & Teaching

	f. In 2024-25, work on Inclusive assessment in quantitative disciplines will aim to diversify assessment formats, work with student interns to expand our knowledge base, and foster a culture of inclusivity through continuous evaluation and collaboration (p.3). g. Further our work on the continuation and completion gap between first and second English language Postgraduate Research students, through recruitment of a new "English Language for Doctoral Writing Development Specialist" (p.4) h. Develop a plan for achieving the actions in the Disability Action Plan around competence and competency in assessment and contribute to the University-wide Disability Equality campaign.	aligned to our Accessible and Inclusive Learning Policy, and pilot staff-facing training and development within the College of Science & Engineering.	

<div align="center">

Actions in Supporting Student Success

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	Principle and Area for enhancement or development.	*Action(s) and planned impact/ outcomes*	*Milestone (s/* *target date(s), continuing/ carried forward (c/f)*	*Responsible/* *Lead*
4.	Student Experience Strategy: Opportunities for students & Learning & Teaching Strategy: Professional & Skills Developments for Students	We believe that our students should have the opportunity to discover and develop themselves; push personal boundaries; try, fail and succeed; build self- confidence and ambition. They should be able to do this through a variety of extracurricular activities. In 2024-25, we will: a. Collate and promote co-curricular opportunities for volunteering and internships, supporting clubs and societies and other student activities b. Develop a sustained and expanded volunteering offering between the university and student organisations, enabling an enhanced package of student work experience and volunteering opportunities. c. Review the Higher Education Achievement Report and evaluate alternative methods for recognising student achievement to	a. By July 2025, demonstrate increased support for student clubs and societies, volunteering and other student activities, reducing barriers to enable more student led events on our campuses b. By July 2025, demonstrate a sustainable and expanded hub of volunteering opportunities c. This work will report progress to Learning & Teaching Committee by the end of 2024-25 d. By July 2026, demonstrate a sustainable and expanded hub of on-	Executive Director of Student & Academic Services and Change Lead for Student Experience

		ensure provide a mechanism and support for planning, reflecting on and celebrating achievement. d. Launch a Student Opportunities Hub to assist students in finding part-time jobs and internships alongside their studies. We will also stage more employer engagement events, launch a new Peer Career support network and a new Workplace 101 programme. e. We will consider student feedback on the current reimbursement mechanisms for compulsory placements and field trips within courses. (p.7)	campus jobs and internships opportunities, an increased volume of employer events, and progress achieved by the new peer support team and work readiness programme e. Creation of a short-life working group to study viability in during 2024-25	
5.	Student Experience Strategy: Inclusion & belonging	The University comprises many intersecting communities which may be defined by various interests, backgrounds and experiences. There is a place at Glasgow for everyone and we embrace diversity, valuing and respecting the perspectives and contributions of all our students. To continue in our work towards providing an inclusive experience and a sense of belonging, our programme of opportunity should be open and accessible to all, whilst also catering to the diversity of needs and interests. In 2024-25, we will, a. strengthen welcome, induction and support for transitions by establishing a new central team, introducing capacity that can build on the success of our Transitions Working Group (University) and Welcome Week (SRC), developing a more structured and systematic approach to welcome and induction for all students, including improving existing resources (Glasgow Essentials and T2G – Undergraduate) and developing new resources (T2G – Postgraduate Taught and Research, plus Transition to Honours - undergraduate)	a. By July 2026, demonstrate an expanded and effective range of induction and transition support b. By July 2026, demonstrate an effective range of improved community building provision c. By July 2027, demonstrate a new and effective new model of in-residence support	Executive Director of Student & Academic Services and Change Lead for Student Experience

		b. Develop and deliver a programme of community building initiatives, in-person and online, central and local, via a blend of inclusive events, internships, and resources, supporting more university and student led inter-cultural events and activities (p.7). c. Develop and deliver a new model of in-residence support, improving the experience of students living in purpose-built student accommodation, focusing on wellbeing, inclusion, and sustainability		
6.	Learning & Teaching Strategy: Student Centred Active Learning	Post-covid, and as we have returned to some although not all traditional forms of assessment, we are seeing a return to awarding gaps. In 2024-25 we will, a. Continue work developed during 2023-24 to create a profile and performance dashboard to provide crucial sets of data and insights. (p.4)	a. Delivery of Profile and Performance Dashboard by end of 2024-25.	VP Learning & Teaching

		Actions in Enhancement and Quality Culture		

	Principle and Area for enhancement or development.	*Action(s) and planned impact/ outcomes*	*Milestone (s/ target date(s), continuing/ carried forward (c/f)*	*Responsible/ Lead*
7.	Internal and External Quality Engagement	In 2024-25 we will, a. Embed and implement new guidance on the TQEF, TQER and 2024 UK Quality Code. b. Continue to progress developments for our approach to Student Facing Services Review. c. Review the institution's approach to policy development, ensuring that key stakeholders are involved in policy drafting and consultation	a. Review and renew our internal practices throughout 2024-25. b. Pilot of the first Student Facing Service Review to be held in Semester 2 of 2024-25. By end of 2024-25 consider plans for future reviews and process.	Executive Director of Student & Academic Services

		d. Continue to appraise our TNE quality procedures, having identified that there are further opportunities to share examples of good practice with partners, as well as engaging more with the overall student body. It may also be worth investigating future possibilities for escalating updates and developments to senior management. (p.8-9)	c. In 2024-25 the approach will be reviewed to inform plans for further improvement in this area. d. Review and renew our practices throughout 2024-25.	
8.	Learning & Teaching Strategy: Student Centred Active Learning	In line with our approach to provide student-centred, active learning, in 2024-25 we will, a. Continue to develop the [Practice Enhancement Tool (PET)](), to provide a baseline and identify areas for enhancement. Data from PET will be combined with other staff/student survey responses to develop a case study approach with feedback & suggestions for Schools. b. Progress the current early stages of developing ideas for a Programme Enhancement Plan (PEP) that each programme team would undertake, using available data and evidence to reflect on provision at a programme level. (p.8)	a. Progress the PET by May 2025 to understand embedding of LTA. A case study will be trialled with one School in 2024-25 and we intend to run the PET survey again in the second half of 2024-25. b. Progress on the PEP will likely draw partly on PET data and will be developed further throughout 2024-25.	VP Learning & Teaching
9.	Response to [QESR 2022-23]() Recommendations	**Recommendation 1:** The University should ensure that the student support officer role is understood and clearly signposted as being available to support all students, including postgraduate students The [Student Wellbeing Framework Review]() was concluded in April 2023, and was a broad review of the student support structures across the University. A Review Implementation Group was established to take forward the recommendations contained within the report, which also encompassed the work required to support this recommendation on the Student Support Officer role. As a result of the review and the subsequent progress made, we recognised that there is a need for greater awareness, proactive support, and flexible resources to empower students and ensure they	The initial work on this recommendation is complete, however, progress in this area to develop our student support services continues and will be reported to the Student Experience Committee in 2024-25 and beyond.	Executive Director of Student & Academic Services

		have equitable access to learning opportunities, which goes beyond the focus of the student support officers in the recommendation. A larger piece of work is necessary to ensure that students are able to access help and support through a coordinated network of colleagues and services for students. (p.8)		
10.	Response to QESR 2022-23 Recommendations	**Recommendation 2:** <u>The University should review its current approach to online and blended delivery to ensure greater equivalence across all provision.</u> We aim to improve the consistency of experience for students, especially in respect of their digital experiences, and upskilling students and staff to appropriately deploy the technologies available to us. In particular, taking forward recommendations from our blended and online learning audit and continuing to roll out MyGrades (p3 & p12). In the past 5 years we have, • Invested £128,155.90 in projects with an online/blended learning focus. 30 projects have been funded in that time. There have been at least 5 or 6 projects funded every year. In response to this recommendation we have, • Reviewed and enhanced communications to staff and students about Moodle 4, including templates on all new courses with template roll-out plans for existing courses, course structure guidance, and pedagogical approaches. • Refined communications regarding the updated Recording of Teaching Policy, assessed lecture recording preferences and usage data, and addressed opt-out trends. • Improved clarity of communications on policies regarding feedback provision for summative assessments.	a. The framework & supporting toolkits to be published by end of 2024-25	VP Learning & Teaching

		• Highlighted and continue to address concerns about campus connectivity by analysing Wi-Fi hotspots and supporting Reach Out Ambassadors to resolve issues effectively. • Introduced Techbar services for in-person IT and academic support were introduced, including user experience assessments and reporting enhancements. • Progressed the Timetabling Transformation Project to enhance space utilisation, integrated accessibility needs into the 2024/25 timetable, and refined processes for future improvements. (p.8). • Instructed an internal audit on this recommendation to provide some externality on our progress in this area. The Audit is taking place between Nov 2024 and February 2025. Under the Learning & Teaching Strategy, in 2024-25, to further respond to this recommendation we will, a. Develop a timeline for the implementation of a Student Skills Development toolkit and framework to support students in documenting and evidencing skills, aligned with the Learning & Teaching Strategy as part of our delivery and consistency of our online and blended delivery		

Student Engagement and Partnership

	Principle and Area for enhancement or development.	*Action(s) and planned impact/ outcomes*	*Milestone (s/ target date(s), continuing/ carried forward (c/f)*	*Responsible/ Lead*
11.	Learning & Teaching Strategy: Student Centred Active Learning	In 2024-25, Student Learning Development is undertaking a pilot study of gathering the holistic student voice. Bringing together the student voice on academic and non-academic provision, the pilot study will utilise student partnerships to embed student advisory boards, student-led evaluation and feedback gathering/analysis, and new technologies to better harness, gather and action the student voice. (p.10).	Review the Pilot by the end of 2024-25 and consider future development	Executive Director of Student & Academic

12.	Internal & External Quality Engagement	In 2024-25 we will ensure that student voice and student partnership are embedded at all levels of the University, in line with the new TQEF and the Student partnership and Student Learning Experience Models. This will be a key area for the University to address and explore further in 2024-25 (p.11).	In line with our progress on embedding the TQEF, we will review and renew our practices throughout 2024-25.	VP Learning & Teaching
13.	Learning & Teaching Strategy: Student Centred Active Learning and Internal & External Quality Engagement	We will lead cultural and operational changes and University-wide actions that are required to reverse the NSS trends concerning student voice and assessment and feedback. An NSS Task Group will be appointed by Senior Management Group (SMG) in 2024-25 to develop recommendations to address challenges that underpin the longer-term NSS trend and contribute negatively to the student experience. In doing so, it will also develop an outline plan for delivery and will scope out the likely resource requirements associated with that plan (p.12).	The Task group will develop an Action Plan, reviewing progress under the following themes, 1. Student Voice and Communications 2. Assessment and Feedback 3. Engagement The task force will report to SMG throughout 2024-25.	SMG

9

COURT

University of Glasgow

Court Meeting:	19 February 2025
Document Title:	Organisational Change – SPHSU Review
Responsible:	Dr David Duncan, Chief Operating Officer

Executive Summary:

Following the discussion at the Court meeting in September 2024 Professor Morrison has now concluded the external review. The review, **Annex 5** indicates that the process has been fair, with criteria applied equitably across all staff grades and job families. However, communication regarding selection criteria could have been clearer.

The Review recommends the University take steps to reduce workload stress, ensure clear communications, and review key policies to strengthen equality and diversity provisions. Further refinements to the Equality Impact Assessment process, incorporating external expert advice, are also suggested.

The Organisational Change Governance Committee will meet on 12 February 2025 to discuss the review, and a verbal update will be given at the Court meeting.

Court is **asked to note** that the University will fully implement the recommendations outlined in the report.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	N/A
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450)
	SMG - Government Policy Changes (ID: 1298)
	SMG - Operating Cash Generation (ID: 1262)
	SMG - Student recruitment market (ID: 1357)
	SMG - Maintaining and improving reputation (ID: 1342)
	SMG - Data governance and information security (ID: 1409)
	SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	N/A

Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	As outlined in the Review
Supporting Information:	N/A

Classification:	☐	OPEN
	☐	CONFIDENTIAL
	☒	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

The information contained in this report is commercially sensitive.

COURT

Court Meeting: 19 February 2025
Document Title: Report of the meeting of Student Experience Committee he held on 18 November 2024.
Responsible: Dr David Duncan (Deputy Vice Chancellor and Chief Operating Officer) and Mr P Morán Ruiz (SRC President).

Executive Summary:

1. Student Experience Strategy
Mr. Jones reported that two business cases were still pending finalisation - 'Residence Life Reimagined' and 'Student Organisation Facility Improvement.'

2. Cost of Living Action Group
Mr. Buckland provided an update on the University of Glasgow Financial Support Fund, which had awarded £142,000 across 90 awards for 2024/25. Additionally, the SAAS Discretionary/Childcare Fund had allocated £534,472 through 223 awards.

3. New Student Accommodation
Two new residential sites were proposed at Church Street and Lilybank, with the latter awaiting planning permission and financial approval. These sites were expected to provide 700 additional rooms by 2027/28, aiming to reduce travel time and foster community, with prices below market rate pending consultation with the SRC (Student Representative Council).

4. Updates from Student Bodies
SRC (Student Representative Council): Mr. Morán Ruiz highlighted ongoing policy reviews, academic appeals streamlining, and significant engagement in events like Black History Month. The Advice Centre had handled 888 cases and awarded over £51,000 to students.
GUSA (Glasgow University Sports Association): Mr. Kirkpatrick reported increased memberships and class attendance, leading to facility pressure. Issues included repairs at Garscube Sports Complex and sauna closure. Successful events for Black History Month and upcoming events for Movember and 16 Days of Activism were noted.
GUU (Glasgow University Union): Mr. Wilson reported successful by-elections, a debating society win, and Hive Nightclub's award. Upcoming events included Community Meals and Fight for the Night March.
QMU (Queen Margaret Union): Mr. Dodd reported higher by-election turnout and new staff recruitment. Successful events for Black History Month and numerous live music events were highlighted.
Dumfries Ms. Davidson reported on the election of the president of the Glasgow University Dumfries Union and upcoming events like the Winter Ball and Freshers Week.

5. NSS and Student Survey Results
Ms. Ellis from PIA reported a decline in NSS (National Student Survey) satisfaction since 2017, with ongoing issues in Assessment & Feedback. Students expressed concerns about

feedback implementation and community feeling. An NSS task group had been formed to address these issues, focusing on improving student satisfaction and support.

6. Student Wellbeing Framework Review
The Committee welcomed Mr. Petillo and Ms. Thomson for a workshop on student wellbeing services. The workshop aimed to enhance service connections within the University and members provided feedback on current processes.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	N/A
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Student recruitment market (ID: 1357) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Campus development and maintenance (ID: 1392) SMG - Student non-academic experience (ID: 1438)
University Strategy:	Student Experience Strategy
Sustainability Implications/Assessment:	N/A
Student Experience:	The following items would improve the student experience: ongoing work on the projects Residence Life Reimagined and Student Organisation Facility Improvement; University of Glasgow Financial Support Fund spend; work carried out by the NSS task force and ongoing work on the Student Wellbeing Framework Review.
Equality Considerations:	N/A
Supporting Information:	N/A

Classification: ☒   OPEN
                               ☐   CONFIDENTIAL
                               ☐   STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

Court: 19 February 2025

Report of the meeting of Student Experience Committee held on 18 November 2024

Dr David Duncan and Mr P Morán Ruiz, Co-Conveners

All items are for noting.

1. Student Experience Strategy

Mr Jones reported that two of 13 business cases were still to be finalised. It was hoped Residence Life Reimagined would be signed off by the end of December 2024. For the Student Organisation Facility Improvement project, a mini tender process scoping the work needed on three potential student organisation buildings should commence by the end of the year.

2. Cost of Living Action Group

Mr Buckland provided an update on the University of Glasgow Financial Support Fund spend so far for 2024/25. To date, 90 awards have been made totalling £142,000. An update was provided on the SAAS Discretionary/Childcare Fund 2024/25 spend with 223 awards allocated worth a total of £534,472.

3. New Student Accommodation

An update was provided on residential developments. Two new sites have been proposed, at Church Street and Lilybank, with the latter pending planning permission and financial approval. Mr. Jones highlighted the need for additional University-owned accommodation to meet changing student needs, with the new sites offering 700 extra rooms and potential go-live dates of 2027/28. These sites aim to reduce travel time and build community for students, with rooms priced below market rate pending further consultation with the SRC.

4. Updates from Student Bodies

4.1 SRC

Mr. Morán Ruiz reported on the SRC's ongoing support for policy reviews, including work on Interruption of Studies, Carers, and Support to Study policies, and the University's Progress Committee processes. The SRC collaborated with the College of Science and Engineering to streamline academic appeals and contributed to the SEAP. The Advice Centre handled 888 cases and awarded over £51,000 to students to date for 2024/25. The autumn SRC elections saw a 101% increase in unique

voters. Volunteering efforts included 1,037 new registrations and 13,153 hours recorded. Events for Black History Month, Disability History Month, and International Students Day saw high engagement. The SRC held an Extraordinary General meeting addressing concerns about the university's divestment from the defence sector. Increased website and app engagement was also noted.

4.2 GUSA

Mr. Kirkpatrick reported an increase in GUSA memberships and class attendance, with 5,500 signups for 2024/25, leading to pressure on facilities. Issues included a pitch at Garscube Sports Complex which was still under repair, costly external facility hires, and the sauna closure until January resulting in user complaints. The GUSA Offices were set to close at the end of November. Successful events were held for Black History Month, with upcoming events for Movember, 16 Days of Activism, and a Rainbow Laces 5K run planned. Accessible and women-only swimming sessions were popular. Outreach activities included visits to 14 local secondary schools.

4.3 GUU

Mr. Wilson reported a good turnout for recent by-elections and highlighted the debating society's win in a pro-am session. Hive Nightclub won Gold in the Glasgow Best Bar None award scheme. Upcoming events included a Community Meals event for 150 people and a placard-making event for the Fight for the Night March. Additional comedy and music nights were planned for November. Preparations were ongoing for new editions of the GUU magazine (MoGUU) and Groundings, as well as planning for Refreshers week in January.

4.4 QMU

Mr. Dodd reported higher by-election turnout compared to last year and the recruitment of new staff, including a Welfare Officer, HR Officer, and Head Chef. A new PA system had been installed, and a Halloween event attracted over 200 students. Successful Black History Month events were held, with six events planned for 16 Days of Activism. Numerous live music events were scheduled, with up to 25 events some weeks. Membership numbers for QMU and GUU were discussed, with GUU seeing a large increase due to event attendance requirements, while QMU saw a small increase after updating their membership list.

4.5 Dumfries

Ms. Davidson reported the election of the president of the Glasgow University Dumfries Union. The Winter Ball was scheduled for the end of November, and planning for Freshers Week was underway. A community cafe event had been planned to cater to fifty students in November. Around 80 students participated in a karaoke event, and a successful mixer for Class Representatives had been held.

5.NSS and Student Survey Results

Ms. Ellis from PIA updated the Committee on the 2024 NSS and University of Glasgow Student Survey results. Since 2017, the University has seen a decline in NSS satisfaction across all themes, while other institutions outperform us. Both surveys highlighted ongoing issues with Assessment & Feedback, with declining satisfaction in 2023/24. Students felt their feedback opportunities were not acted upon, and while many were happy with in-person interactions, half of third-year students did not feel part of a community. Constructive NSS comments praised teaching quality but raised concerns about value for money, while the Student Survey indicated mixed feelings about teaching and frustration with facilities. Mental health support was a significant concern. Key challenges included assessment and feedback, applying learning to real-world opportunities, and responding to student voices. An NSS task force had been formed to address these issues, emphasising the student experience. Members discussed the need for consistent feedback timelines and better tracking, with ongoing efforts to improve student satisfaction and support.

6.Student Wellbeing Framework Review

The Committee welcomed Mr Petillo and Ms Thomson from the Transformations team who facilitated a Student Wellbeing Framework Review workshop. Dr Bowering highlighted the need to review student wellbeing services due to increased student numbers and a focus on mental health. The workshop aimed to examine service connections within the University. Members were reminded of the University's low NSS ranking in student satisfaction for mental health services. Feedback indicated a preference for in-person support, but digital resources needed improvement. The Committee split into groups to consider the student experience of seeking help and the knowledge of those approached for support.

COURT

Court Meeting: 19 February 2025
Document Title: Finance Committee Minutes on 28 January 2025
Responsible: Jonathan Loukes

Executive Summary:

Minutes of the meeting of the Finance Committee held on 28th January 2025. The Committee were update on the Long term Cashflow and key assumptions and investment plans for 2025/26. It was reported that the plans built on the long term cashflow presented at November Finance Committee, adjusting for current year performance, known NIC and clinical salary changes, current international student forecasts for 25/26, an uplift in the SFC grant and draft changes to investment plans. The latest cash flow would be used as the basis for the budget.   The investment plan was subject to further discussions and review with SMG.

The Committee noted that prior to savings these adjustments resulted in a negative free cash low point of £39m in 2028 and an operating cash margin below target beyond 2029. To offset this scenario 2 cost base was being used a starting point for budgets which assumed reduced spend of £18m. In addition to this initial savings of £8m p.a. were proposed starting in 2026 which equated to approximately 1% of the University's cost base. These saving were on top of approximately £5m of savings included in 25/26 budget targets. It was also reported that SMG had been asked to consider savings of a further £9m per annum from 2027 to allow the institution to create capacity for future investment.

Given the significance of the savings level work would continue through the budget process to review the level, profile and impact. This would include reviewing staff recruitment levels and voids, the impact the Service Excellence Project may have on improving service and efficiency across the professional services, reviews of consumables spend and review of investment plans including estates capital and maintenance, and IT spend. The Committee discussed the impact of the Scenario 2 budget and impact on SSR's, noting that previous budgets and investments had improved this for many areas over recent years.

The Committee also discussed the sustainability action plan and agreed that the sustainability projects should be well thought out and not rushed, as there was a potential for spending on ineffective initiatives due to pressure from targets.

The Committee concluded that there was still a large amount of work to be done on the budget plans for 2025/26 and further details would be provided at the next meeting prior to final submission in May. SMG and budget meetings discussions would focus on operating expenditure including savings levels and infrastructure expenses including maintenance vs assessment management and reviews of investment plans in line with priorities and affordability within the financial framework.

The Committee also received an updated on the SPID project and approved the investment request stage 4a fees for Church Street (Plot E) of £1.4m. This results in an increase in

budget of by £0.27m after taking account of savings to date. The Committee also noted that in 2021 Court delegated authority to the SPID Executive Group.

The Committee also received updates on the UKVI, recruitment of PGT and UG students, Sector finances and Project SIERRA.

The Committee reviewed the University Financial Statements USGAAP and recommended approval noting that the Audit and Risk Committee would meet on 30 January 2025 where final approval would be sought.

The Committee also received a presentation on the Innovation Strategy and were updated the Committee on the progress since the last update. Court will also receive an update on the Innovation Strategy under Item 5.

Action Required:

☐ FORMALLY APPROVE
☒ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications:	As per budgets
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Operating Cash Generation (ID: 1262) SMG - Operating Cash Control (ID: 1276) SMG - Student recruitment market (ID: 1357) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Research (ID: 1369) SMG - Economic Development and Innovation (ID: 1380) SMG - Campus development and maintenance (ID: 1392) SMG - Climate change and sustainability (ID: 1422) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025 Tax Strategy 2024-25
Sustainability Implications/Assessment:	None
Student Experience:	Finance Committee provides oversight on the short and long-term financial sustainability and financial resilience of the University which supports the enhancement of the overall student experience

Equality Considerations: N/A

Supporting Information: Annex 1 – Executive Director of Finance Report

Classification:	☐	OPEN
	☒	CONFIDENTIAL
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Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

The minutes of the meeting from 28 January 2025 can be released following the Court meeting.

Annex 1 – should remain strictly confidential and should not be released as it contains commercially sensitive information.

University of Glasgow
Finance Committee
Minute of Meeting held on Tuesday 28 January 2025

Present:

Jonathan Loukes (JL(Chair)), Gregor Caldow (GC), Laurie Foulds (LF), Prof Dan Haydon (DH), Stuart Hoggan (SH), Pablo Moran Ruiz (PMR), Arleen McGichen (AMc), David Thompson (DT).

In attendance:

Prof Frank Coton(FC), Dr David Duncan (DD), Amber Higgins (Clerk), David Hall (DH), Angus Ross, Jacqueline Bett (For item FC/2024/43 only) Nicola Cameron (For item FC/2024/42 only). Uzma Khan(For items FC/2024/40 & 41 only).

Apologies:

Peter Haggarty, Prof Simon Kennedy, Prof Anton Muscatelli, Mary Jane Brouwers, Gavin Stewart,

FC/2024/33. Summary of main points

- GC provided an update on the Long term Cashflow and key assumptions and investment plans for 2025/26. It was reported that the plans built on the long term cashflow presented at November Finance Committee, adjusting for current year performance, known NIC and clinical salary changes, current international student forecasts for 25/26, an uplift in the SFC grant and draft changes to investment plans. The latest cash flow would be used as the basis for the budget.   The investment plan was subject to further discussions and review with SMG.

  The Committee concluded that there was still a large amount of work to be done on the budget plans for 2025/26 and further details would be provided at the next meeting prior to final submission in May. SMG and budget meetings discussions would focus on operating expenditure including savings levels and infrastructure expenses including maintenance vs assessment management and reviews of investment plans in line with priorities and affordability within the financial framework.

- The Committee received an updated on the SPID project and approved the investment request stage 4a fees for Church Street (Plot E) of £1.4m. This results in an increase in budget of by £0.27m after taking account of savings to date.

- The Committee also received updates on the recruitment of PGT and UG students, Sector finances and Project SIERRA.

- The Committee reviewed the University Financial Statements USGAAP and recommended approval noting that the Audit and Risk Committee would meet on 30 January 2025 where final approval would be sought.

- The Committee noted Paper 13 – Director of Finance Report which summarised the current financial position. An update following the damage by Storm Eowyn was also provided which noted that a number of buildings had been damaged. The Committee also noted issues with the banking transition and also the Keystone Building target price for construction which had concluded at a total cost forecast of £312m.

- The Committee also approved the ToR for the Cash Sub-Committee and the bank signatories and online approvers as outlined in the papers.

- The Committed received a brief update on changes that had been made to the SRI policy following Court input and that a final document would be circulated to members.

FC/2024/34. 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/2024/35. Minutes of the meeting held on Wednesday 6 November 2024

The minutes of the 6 November 2024 meeting were approved.

FC/2024/36. Matters Arising

No substantive matters were noted.

FC/2024/37. Recruitment Update

GC outlined Paper 5 – Student Recruitment and updated the Committee on the PGT International Round 2 application processing which was due to complete in late January. ████████
██ The Committee noted that it was still early in the recruitment cycle, that there were a number of challenges and volatility in the student recruitment market which with a reduced intake and impact on international student fees would mean that the operating margins would come under pressure in the future. The latest forecast had been used as basis for future forecasts in the long-term cash flow. ████████
████████████████████████████████

FC/2024/38. Sector Finances

GC outlined Paper 6 – Sector Update which detail the financial pressures on the Russell Group Universities and also on the Scottish Sector. The Committee noted that a number of universities were facing significant financial issues, with over 80 institutions announcing severance programmes. The Committee discussed the challenges with institutional failure within the sector.

The Committee discussed the impact reduced staff numbers across the sector may have on REF and Student Staff Ratio's (SSR) and the need for the institution to balance prudent financial management with protecting and where possible enhancing the institutions position in world rankings.

FC/2024/39. Cashflow and Investment Plan Update

GC outlined Paper 7 – Long term Cashflow and updated the Committee on the key assumptions and investment plans. It was reported that the plans built on the long term cashflow presented at November Finance Committee, adjusting for current year performance, known NIC and clinical salary changes, current international student forecasts for 25/26, an uplift in the SFC grant and draft changes to investment plans.

The Committee noted that prior to savings these adjustments resulted in a negative free cash low point of £39m in 2028 and an operating cash margin below target beyond 2029. To offset this scenario 2 cost base was being used a starting point for budgets which assumed reduced

spend of £18m. In addition to this initial savings of £8m p.a. were proposed starting in 2026 which equated to approximately 1% of the University's cost base. These saving were on top of approximately £5m of savings included in 25/26 budget targets. It was also reported that SMG had been asked to consider savings of a further £9m per annum from 2027 to allow the institution to create capacity for future investment.

Given the significance of the savings level work would continue through the budget process to review the level, profile and impact. This would include reviewing staff recruitment levels and voids, the impact the Service Excellence Project may have on improving service and efficiency across the professional services, reviews of consumables spend and review of investment plans including estates capital and maintenance, and IT spend. The Committee discussed the impact of the Scenario 2 budget and impact on SSR's, noting that previous budgets and investments had improved this for many areas over recent years.

A query was also raised about the sustainability budget allocation and the need to balance sustainability with the institution's carbon emissions and the potential for increased costs. The Committee acknowledged importance of setting ambitious targets to drive change and noted that the need to develop solutions for the largest source of heat energy was dependent on external drivers. The Committee agreed that the sustainability projects should be well thought out and not rushed, as there was a potential for spending on ineffective initiatives due to pressure from targets. It was also noted that more detailed plans for the sustainability budget would be forthcoming in coming months.

The Committee concluded that there was still a large amount of work to be done on the budget plans for 2025/26 and further details would be provided at the next meeting.

FC/2024/40. Innovation Strategy

UK outlined Paper 8 – Innovation Strategy and updated the Committee on the progress since the last update. The following areas were covered:

- The Strategy's key themes and enablers
- Progress made and impact delivered in 2024
- An update on the spend made against the investment case plans
- Performance against the Innovation Strategy KPIs
- The establishment of a new Innovation Data, Metrics and Performance Group
- GUHL Seed Fund
- Opportunities, risks and next steps

During the discussion it was noted that the strategy focused on building and sustaining entrepreneurial activities. The importance of partnerships, expanding knowledge and access, and ensuring investment strategy aligned with the vision was also highlighted. UK also reported the need to refine key performance indicators (KPIs) to better track progress and ensure accurate data collection. The Committee noted the University's success in creating jobs and fostering innovation but also acknowledged capacity constraints and the need for streamlining funding within the innovation landscape. A query was also raised about the innovation one-on-one course, and it was acknowledged that the course was not at the sufficient level and a number of options would be considered to improve the quality of training provided. It was also

noted that the University collaborated with other universities where possible but more work could be done in this area.

The Chair thanked UK for the update.

FC/2024/41. UKVI Update

DD and UK outlined Paper 9 –UKVI which provided an update on progress to ensuring that the University was compliant with international student visa regulations. It was noted that there was a need for improved data management, particularly regarding student information, and the importance of timely reporting of student withdrawals. It was also reported that staff were in the process of implementing of a new system for capturing engagement (i.e. lecture attendance). The formation of a central resource would also lead to greater consistency and uniformity in systems and processes. A centralised team would also give greater importance to being prepared for future audits and help to reduce the potential risk of non-compliance.

The Committee noted the need for vigilance in the face of changing regulatory environments and welcomed the steps being taken by SMG and Student and Academic Services to address the issues raised in the audit.

FC/2024/42. Investments Applications

FC/2024/42.1 Church Street (Plot E) RIBA Stage 4a and SPID update

NC and GC provided the background to the SPID project which included plans to develop Church Street and residences plots beyond this. The Committee noted the red lines and delegated governance that had been provided by Court previously. The Committee noted that the intention to pursue a joint venture partner for further development. As part of ongoing work on SPID NC shared the investment request for £1.4m for Stage 4 fees for Church Street, which was an increase in budget of £0.27m given savings from previous stages. The strategy for RIBA Stage 4 was for part of the design (Stage 4a) to be completed by the UofG appointed design team, and the Design stage (Stage 4b) would then be led by the Main Contractor following their appointment for the main construction contract. It was anticipated that the project would return to governance for full business case approval, upon completion of RIBA Stage 4a in October 2025.

The Committee approved the investment request for £1.4m, reflecting a budget increase of £0.27m for the Church Street (Plot E) RIBA Stage 4a.

FC/2024/43. University Financial Statements - USGAAP

The Committee received the financial statements for the year ended 31 July 2024. Jacqueline Bett, Head of Tax, Treasury and Financial Reporting summarised the main differences between the UK and US GAAP statements, including the derecognition of fixed asset revaluation and the treatment of operating leases. The Committee noted the advice and support on the US system that was provided by PwC.

The Committee agreed that the University Financial Statements USGAAP was recommended for approval and noted that the Audit and Risk Committee would meet on 30 January 2025 where final approval would be sought.

FC/2024/44. Project SIERRA ERP

The Committee noted Paper 12 which provided an update on Project SIERRA – Shaping Integration Enterprise Reporting Research & Accounting. The Committee noted that the project

was progressing well and that at present the goal was to have a quicker route to market, with a potential start in August or September.

The Committee agreed, that along with the Audit and Risk Committee, they would receive a detailed briefing in Spring 2025 on Project SIERRA.

FC/2024/45. Executive Director of Finance report

FC/2024/45.1 Director's Update

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

- Storm Damage – the Committee noted that following Storm Eowyn a number of buildings had been damaged. A loss adjustor was due to make an assessment of the damage and it had been agreed that the University would put in one claim for all the damage – Garscube/Scene/Gilmorehill. It was noted that the excess would be around £50k. The Committee thanked all the staff involved and noted that the issues were being dealt with as quickly as possible and most buildings were now full reopened.
- Banking Change – it was noted that there were ongoing issues with the change of banking provider that was leading to delays which were mainly admin related. It was reported that similar challenges had been experienced at other organisations. It was also noted that a lessons learned exercise would be done post implementation.
- Keystone Building – it was noted that an agreement had been reached with Multiplex on a target price for construction which concluded at a total cost forecast of £312m which was within the previously approved range.

FC/2024/45.2 Approvals

The Committee approved the ToR for the Cash Sub-Committee which meet annually as a minimum to review that the cash investments align with the University's strategy.

The Committee approved the bank signatories and online approvers as outlined in the Paper.

FC/2024/46. Table of Actions

Action	Date Due	Notes
Refine the 6 month overview of the investment requests	March 2025	Executive Director of Finance
Benefits realisation to be an annual update	November 2025	Director of Strategy Implementation and Risks
Approval for £1.4m of fees resulting in a £0.27m increase in budget for Church Street (Plot E) RIBA Stage 4a.	January 2025	Executive Director of Estates
Approval for the University Financial Statements – USGAAP	January 2025	Executive Director of Finance
Detailed review of Project SIERRA – Workshop	March 2025	Deputy Director of Finance
Approval of ToR for the Cash Sub-Committee	January 2025	Executive Director of Finance

Approval of bank signatories and online approvers as outlined	January 2025	Executive Director of Finance
Circulate final version of SRI policy	February 2025	Executive Director of Finance

FC/2024/47. AOB

The Chair noted a minor amendment to the change of the wording on membership list on the ToRs from Elected Academic Staff Member of Court to Staff Representative.

The Committee agreed to the minor amendment to the ToRs.

FC/2024/48. Date of Next Meeting

The date of the next meeting was noted as 26 March 2025.

COURT

Court Meeting:	19 February 2025
Document Title:	Audit and Risk Committee Minutes
Responsible:	Martin Sinclair

Executive Summary:

The Committee approved the USGAAP Financial Statements for year ending 31 July 2024 and the standard tender process/procedures for the Internal Audit tender exercise and the responsibilities for A&RC.

The Chair noted a minor amendment to the change of the wording on the membership list on the ToR from Elected Academic Staff Member of Court to Staff Representative.

Other areas discussed included an update on UKVI, details of a programme work developing a more robust and consistent approach to regulatory compliance and internal audit terms of reference.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: SMG - Geopolitical landscape (ID: 1450)
SMG - Government Policy Changes (ID: 1298)
SMG - Operating Cash Control (ID: 1276)
SMG - Value, impact and benefits realisation (ID: 1289)
SMG - Maintaining and improving reputation (ID: 1342)
SMG - Data governance and information security (ID: 1409)
SMG - Organisational resilience and agility (ID: 1430)

University Strategy: World Changers Together: World Changing Glasgow 2025
Tax Strategy 2024-25

Sustainability   N/A
Implications/Assessment:

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

AUDIT & RISK COMMITTEE

Minute of the Meeting held on Thursday 30 January 2025 at 1400 hours online.

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

In attendance:
Gregor Caldow (Executive Director of Finance), Jacqueline Bett (Head of Tax, Treasury and Financial Reporting), Dr David Duncan (COO & University Secretary), Amber Higgins (Head of Court Office), Jane Hoey (Head of Risk), Matthew Hall (PwC), James Lucas (KPMG), Lee McClure (Clerk)

Apologies:
Professor Sir Anton Muscatelli (Principal), Lorraine McMillan, Angus Ross (Deputy Director of Finance),Fateen Afzal (PwC),Craig Chapman-Smith, Anunay Gupta (PwC), Carys Ross (KPMG), Neil Thomas (KPMG)

1. **Declarations of Interest**

   No declarations of interest were made.

2. **Minutes of the Meeting held on Wednesday 30 October 2024**

   The minutes of the last meeting were approved.

3. **Matters Arising**

   No matters raised.

4. **Management Update**

   4.1 UKVI Update

   The Committee noted that a Home Office UKVI audit in June 2024 identified minor breaches in the University's compliance approach, leading to the issue of an action plan in December 2024. Key components of the action plan included ensuring complete records for all international students, compliance with UKVI reporting requirements, and rigorous monitoring of student attendance across all levels. Another UKVI audit was being scheduled after 9 March 2025.

   DD reported that a significant programme of work was underway to ensure compliance with UKVI rules. It was noted the necessary expertise and support was now in place and going forwards there would be a more robust and consistent approach to attendance monitoring, with a centralised team.

   A mock audit, with externals solicitors had been scheduled for 19 February 2025, to emulate the UKVI audit and ensure readiness. KPMG were also ready to conduct an internal audit for the University at an appropriate time. The Committee noted that the University was on track to meet the action plan recommendations.

Concerns were raised about the use of the SafeZone app for monitoring students and DD clarified that the SafeZone app was used solely for attendance monitoring. It was agreed that written assurance would be provided regarding concerns about data sharing with UK authorities. The uptake of the SafeZone App was around 96%, so QR codes at the start of teaching were also being used as another measure of attendance monitoring to ensure compliance with the UKVI requirements.

A further update on the audits and UKVI compliance would be shared at the March Audit and Risk Committee (A&RC).

Action: David Duncan

4.2 Regulatory Compliance

The Committee was reminded of the regulatory regime's impact on the University's internal control and governance and the importance of regulatory compliance on the risk register.

The Committee noted that a comprehensive approach to regulatory compliance had been initiated following a recent Court discussion. Key regulatory body information had been collated, along with the implementation of new software to manage compliance and senior managers would be focussing on identifying and addressing high-risk areas to ensure compliance. It was reported that a significant programme of work was already underway, with a more robust and consistent approach to compliance expected to be reported to the Committee in May.

5. Internal Audit

5.1 USGAAP Financial Statements for year ending 31 July 2024

The Chair apologised to members for the sequence of issuing the statements, noting that the Finance Committee had already met on 28 January and had reviewed/approved the US GAAP financial statements. It was agreed that going forwards the A&RC would meet prior to Finance Committee. It was noted that Committee members had been given the opportunity to comment on the statements before the Finance Committee meeting.

Jacqueline Bett, Head of Tax, Treasury and Financial Reporting summarised the main differences between the UK and US GAAP statements, including the derecognition of fixed asset revaluation and the treatment of operating leases. The Committee noted the advice and support on the US system that was provided by PwC.

It was noted that an update to the letter of representation would be circulated to A&RC for information following minor changes.

Action: Clerk

PwC reported that while they must report significant deficiencies or material weaknesses in internal controls, they did not perform separate controls testing and their opinion found no material weaknesses or significant deficiencies.

A query was raised about pension contributions and if there was an increased risk from this. It was agreed to add Pensions to the list of potential pre-session topics for the A&RC.

Action: Clerk

6. **Internal Audit Terms of Reference (ToR)**

The Chair thanked members for their contributions and comments on the ToR for Strategic Risk Management, Core Financial Controls and Core Institutional Data: Strategic KPI Reporting. It was noted that several internal audits ToR had not been shared with the Committee in advance, as previously agreed. The Committee agreed that, moving forward, it would review the internal audit scope documents as they were prepared and provide comments.

KPMG and PWC colleagues left the meeting after the conclusion of this item.

7. **Internal Audit Tender Process**

The Committee reviewed the proposed work plan for the forthcoming Internal Audit Tender Exercise, noting that the current Internal Audit contract with KPMG ended in October 2025.

The Committee approved the standard tender process and procedures which included the timelines for the Internal Audit tender exercise and the responsibilities for ARC. It was agreed that the evaluators for the panel would be Martin Sinclair, Gregor Caldow, David Duncan, and Lorraine McMillan or Iain Mackenzie depending on availability.

It was noted that the proposed tender document would be circulated to members for comment. It was reported that the process would be an open market tender, with Procurement reviewing the qualifications of the tenders to ensure they meet the benchmark and have the capacity to meet University requirements.

The Committee noted that the External Audit contract with PWC would conclude following the completion of the UK and US Audited Financial Statements for the year ended 31 July 2025 and a separate paper would be presented later in the year concerning this tender process.

8. **Any Other Business**

The Chair noted a minor amendment to the change of the wording on the membership list on the ToR from Elected Academic Staff Member of Court to Staff Representative. It was felt that the current wording excluded other staff members on Court and all ToRs would be changed to 'staff representatives from Court' to ensure consistency across Committees of Court.

The Committee agreed to the minor amendment to the ToRs.

Action: Clerk

9. **Date of Next Meeting**

The next meeting would take place on Wednesday 19 March 2025 at 1400 hours, preceded by a briefing on Project SIERRA from1130-1330 hours for Committee Members.

COURT

Court Meeting: 19 February 2025
Document Title: Information Policy and Strategy Committee Minutes on 20 January 2025
Responsible: David Duncan, on behalf of Frank Coton

Executive Summary:

Minutes of the meeting of the Information Policy and Strategy Committee held on 20th January 2025. The Cyber Security Report highlighted no significant issues and a stable environment over the holiday period. The University achieved re-accreditation to Cyber Essentials+, enhancing its reputation and competitiveness. Key updates include the hiring of a new Governance, Risk, and Compliance (GRC) analyst, upcoming third-party engagements for vulnerability management, and the onboarding of a 24/7 security outsource model.

IT Director reported successful developments, including the new estates management system go-live and improved recruitment. Highlights include Meta's visit, praise for Project Eos, and minimal technical issues during online exams. Challenges involve data centre insurance, with plans to mitigate risks through migration to a co-location facility.

The case for Project Alex, the Library Management System (LMS) replacement project, requested £640,000 for migration from the legacy Sierra system to OCLC WorldShare Management System (WMS). The new LMS aimed to enhance user experience, security, and resource discovery, with implementation targeted by summer 2027. The project aligned with the IS roadmap and was crucial for maintaining competitiveness and improving library services. IPSC endorsed the case for onward governance.

The Managing Director of Partnerships and Innovation, presented on innovation at Barclays. The presentation highlighted the role of the Group Innovation and Partnerships team in driving strategic innovation and future-proofing the bank. Barclays' global fintech ecosystem and the Clyde Place campus in Glasgow are central to their digital strategy. Key points included the importance of partnerships, particularly with academia, and the use of generative AI in various applications. The presentation concluded with potential collaboration opportunities.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	None
Risk and Assurance:	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [Risk 006 Student Experience; Risk 012 Campus Development Programme]
University Strategy:	Information Technology (IT) Strategy
Sustainability Implications/Assessment:	None
Student Experience:	IPSC enhances the student experience by ensuring robust cyber and digital security, safeguarding personal data, and promoting a secure and innovative digital environment for learning and campus life.
Equality Considerations:	N/A
Supporting Information:	N/A

Classification:	☐	OPEN
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The minutes should remain confidential to protect discussions on investment plans and strategic decisions.

University of Glasgow

Information Policy and Strategy Committee

Minute of Meeting held on Monday 20th January 2025 at 10:00 – 12:00

in person at Barclays Glasgow Campus, 1 Clyde Place Lane, Glasgow and via Zoom

Present: David Duncan (Chair), Susan Ashworth, Gregor Caldow, Paula Donoghue, Nina Douglas, Billy Howie, Bo Hu, Mark Johnston, Laic Khalique, Alun McGlinchey, Chris Pearce, Kenneth Robertson, Pablo Moran Ruiz

Attending: George Macgregor (for item 6), Andrea Roy (Clerk)

Apologies: Frank Coton, Laic Khalique, Philippe Schyns, Bethan Wood

1 Minutes of the previous meeting

The minutes of the previous meeting held on Tuesday 29th October 2024 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of actions

The IPSC Action Tracker (Paper 2) was reviewed. The following updates were noted:

a. Vulnerability management: Covered on the agenda
b. IT Code of Conduct: Deferred to next meeting
c. Horizon scanning: Still to identify a suitable date for this to return to IPSC
d. Strategic Risk Review: Discussions were ongoing

3 Information and Cyber Security

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4 Director of IT Update

Mark Johnston (MJ) provided an update on recent developments, highlighting both successes and challenges over the last few months. The following points were noted:

- The phase 1 go-live of the new estates management system technology was successful, focusing on reactive maintenance work.
- Recruitment has improved, with more posts being filled.
- Meta visited to discuss the University's world-class facilities, enhancing its positive perception. The research computing function has been upskilled to support new activities.
- Project Eos received praise at Apple HQ for managing over 2000 Mac devices, highlighting the MyMac service.
- The network programme in the library was completed with minimal disruption.
- The rate of technical issues during online exams was the lowest ever recorded at 1.5%.
- The MyGrades platform has been successfully brought in-house, replacing the old spreadsheet system.
- The Enterprise CRM capability has been developed, providing the right product for prospective students and offering further benefits.
- The migration from old data centres to a new data centre is underway.
- The IT team launched a new applicant portal for staff recruitment, making it more user-friendly.
- Research computing has seen progress with Nvidia roadshows and discussions on an AI supercomputer, supported by the government. The AI supercomputer will be housed by Data Vita, with significant funding for human resources.
- A sector-wide discussion on Oracle Java pricing is ongoing.
- The first resignation in seven years presents an opportunity to restructure the applications teams.
- A challenge around insurance involves increased excess for one building, affecting James Watt North and South data centres. Migration to a co-location facility reduces exposure. Billy Howie (BH) highlighted the complexity of data centres and the need to address associated risks. This will be progressed with MJ.

5 Investment Plan

Nina Douglas (ND) provided an update on the investment plan (Paper 4), noting that the new plan would be presented at the March IPSC meeting. There had been no changes since the previous update in October. The financial year's investment was on track, with a budget of £29 million. The team for Project Sierra, the ERP replacement, was established, and spending was expected to remain stable.

The cost maturity journey, which began in March 2022, showed significant progress. The

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6   Library Management System

George Macgregor attended via Zoom to present the Library Management System (LMS) replacement project case (Paper 5), known as Project Alex. The project aimed to migrate from the current Sierra system to a new LMS, with a budget request of £640,000 for procurement, implementation, project resourcing, and exploring solutions for unique collections.

Project Alex was named to avoid confusion with another active project called Sierra and to celebrate the great Library of Alexandria. The LMS serves as the backbone for large research libraries, supporting cataloguing, metadata discovery, electronic resource management, and physical item circulation. The current system, Sierra, is a legacy system used for nearly 30 years, now approaching end-of-life with increased cybersecurity risks and integration challenges. Replacing Sierra with a next-generation LMS was essential as the University of Glasgow was the last Russell Group university using a legacy system. Next-gen systems offer better APIs, enhanced back-end tools, and improved value, being cloud-delivered. The current system's high costs and technical debt made it less viable.

The preferred new LMS, OCLC WorldShare Management System (WMS), was selected after extensive consultation and evaluation. WMS, ranked top in the APUC framework, simplifies procurement and offers numerous benefits, including improved user experience for staff and students, better resource discovery, and enhanced security.

The project aimed to improve student-facing digital platforms, support emerging technical standards, and expose collections beyond the University. The implementation deadline was set for summer 2027, with hopes of an earlier completion.

George highlighted the strategic significance of the new LMS in aligning with the IS roadmap and improving discoverability and access to research materials. The project was seen as crucial for maintaining competitiveness and enhancing the library's services.

In response to questions, George noted that other Russell Group universities had already migrated to next-gen systems, with lessons learned from their implementation. While standardising LMS across UK institutions was not feasible, exploring further cooperation could be beneficial.

The presentation concluded with an acknowledgment of the need for a new LMS to ensure a trusted and resilient experience for digital service users. The project was seen as a necessary step forward for the University.

IPSC endorsed the case for onward governance. It was noted that DD could sign-off the case by delegated authority.

7   Court Context Card

The following items would be included on the Court Context Card:
- Headlines from the Cyber Security update
- Key points from the Director of IT update
- Note that the Library Management System case had been endorsed by IPSC
- Highlights from the presentation delivered by Kristen Bennie

8   Programme/project reports

The IPSC Project Reports (Paper 6) were reviewed. The Chair asked for any further comments on the Reports to be fed back through the Clerk or MJ.

9   AOB

There were no further items for discussion.

10   Date of next meetings

Dates of future meetings were noted as follows:
- Monday 17th March 2025 at 10:00 – 12:00 (In-person/hybrid, venue TBC)
- Thursday 22nd May 2025 at 10:00 – 12:00 (In-person/hybrid, venue TBC)

11   Presentation – Barclays Innovation and Partnerships

COURT

Court Meeting: 19 February 2025
Document Title: Remuneration Committee Minutes on 4 December 2024
Responsible: Kerry Christie

Executive Summary:

Minutes of the meeting of the Remuneration Committee held on 4th December 2024. The Committee received a presentation by Christine Barr, Executive Director of People & OD on the current landscape and professorial pay. The presentation highlighted the Professorial Reward Strategy for the University. During the discussion the Committee noted the 4 Professorial Zones and the 2 Bands for senior professional services staff, along with the gender profiles. CB outlined the various mechanisms for movement within and across the University's Professorial Zones. It was noted that professorial and senior professional colleagues at Grade 10 level received an annual award in line with the national pay uplift and are also eligible for additional recognition in accordance with the University's rewarding contribution arrangements consistent with exceptional performance. Discussion also took place on the mechanisms relied upon for the purposes of professorial salary review and communications of these. Goings forwards, the Committee noted that a significant focus would be on the University's diversity related KPIs specifically gender, disability and ethnicity, and the associated pay gap data.

The Committee noted the terms of reference and membership and advised that the format of the Annual report had been determined by CUC guidance and the Scottish Code of Good HE Governance.

The Committee also noted the Principals and SMGs performance, Grade 10 (professorial and professional services) pay, SMG Contractual Changes, Expenses, Voluntary Severance Approvals. It was also reported that in June 2024 Court approved that the pay for the Convener of Court increase on an annual basis in accordance with any pay award agreed nationally.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications: As per budgets

Risk and Assurance: SMG - Maintaining and improving reputation (ID: 1342)

University Strategy: World Changers Together: World Changing Glasgow 2025

Sustainability Implications/Assessment: None

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: N/A

Classification: ☒   OPEN
☐   CONFIDENTIAL
☐   STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

The minutes of the Remuneration Committee meetings are published on the University website.

University of Glasgow

Draft Remuneration Committee

Minutes of the Remuneration Committee held on 4 December 2024 at 1000 in the Principal's Meeting Room and via Zoom

Present: Kerry Christie (Chair), Gavin Stewart, Laura Hamilton, Professor Bethan Wood, Pablo Moran Ruiz

Apologies: Shan Saba, Tony Elliott

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

RC/2024/1. Welcome and Introductions

The Chair welcomed Pablo Moran Ruiz, SRC President to his first meeting.

RC/2024/2. Notes from the meeting held on 23 May 2024

The notes from the meeting held on 23 May 2024 were approved as an accurate record.

RC/2024/3. Matters Arising

No substantive matters were raised.

RC/2024/4. Current Landscape – Professorial Pay

The Committee received a presentation by Christine Barr, Executive Director of People & OD on the current landscape and professorial pay. The key areas noted were:

- Current landscape – financial sustainability of the sector and budget priorities.
- Reduction of international student numbers nationally.
- Diminishing attractiveness of UK as a destination of choice for staff.
- Governance oversight of the Committee: Scottish Code of Good HE Governance 2023 and the CUC HE Remuneration Code 2021.

The presentation also highlighted the Professorial Reward Strategy which included:

- Providing a clear career structure through Professorial Zones including clear promotion criteria based on meeting 4 out of 7 criteria.
- Application of fair, transparent & equitable pay and performance mechanisms.
- Enhancement of leadership capacity & capability for succession planning.
- Importance of attracting and retaining talent in a global market.

During the discussion the Committee noted the 4 Professorial Zones and the 2 Bands for senior professional services staff, along with the gender profiles. CB outlined the various mechanisms for movement within and across the University's Professorial Zones. It was noted that professorial and senior professional colleagues at Grade 10 level received an annual award in line with the national pay uplift and are also eligible for additional recognition in accordance with our rewarding   contribution arrangements consistent with exceptional performance. CB also reported that a zone calibration exercise took place on an annual basis, whereby the Exec. Director of P&OD meets with each VP/Head of College and their respective

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Head of P&OD to review relevant benchmarking, statistical data and salary positioning of professorial staff consistent with their zone profile. Discussion took place on the mechanisms relied upon for the purposes of professorial salary review and communications of these.

A comment was made about the challenges faced by individuals engaged on each of the different academic career tracks such as Learning, Teaching and Scholarship. The nature of this track seeks pedagogical publication within a particular subject discipline over research outputs in peer-reviewed journals. Given the relatively recent criterion changes within this track, success rates for promotion at senior lecturer and professorial grades have been lower than within the research & teaching track. The Committee was alerted to full guidance and training having been developed to assist potential applicants, the benefits of which had been evident for those applying at Grade 7 & 8 levels this academic year. The Committee noted this trend with anticipation that these recent developments would assist in improving applicant success rates over time subject to colleagues following the guidance contained in the policy and application process in accordance with the criteria.

A query was also raised about the possibility of staggering the Zone 1 entry based on zone profile. CB took this comment on board for further consideration by the Senior Vice Principal/ Deputy Vice Chancellor – Academic who has overall accountability for the University's Academic Promotion & Zone Movement policies.

Going forwards, the Committee noted that a significant focus would be on the University's diversity related KPIs specifically gender, disability and ethnicity, and the associated pay gap data.

The Committee thanked Christine Barr for her informative presentation.

RC/2024/5. Remuneration Committee - Annual Report

RC/2024/5.1 Current Operating Principles

Christine Barr highlighted the Committee's terms of reference, remit and membership and advised that the format of the Annual report had been determined by CUC guidance and the Scottish Code of Good HE Governance. The Committee also noted the key principles and remuneration positioning that the Committee adhered to.

RC/2024/5.2 Current Strategic Context and Institutional Performance

The Committee noted the report which covered:
- Uncertainty in international student recruitment;
- Current strategic challenges in the HE context – geopolitical and sector instability;
- Institutional performance in the University's financial sustainability and budgetary position, including the impact of recent government policy and NI changes;
- KPI performances;
- National and international league table performances;
- Data relating to employment expenditure and pay progression at the University.

The Committee noted that negotiations in the HE sector involving UCEA and the recognised trade unions regarding the pay offer for AY 2024-25 resulted in the instigation of the dispute resolution process in late August, which duly concluded without agreement. Participating employers were instructed to implement the uplift effective from 1 August 2024.The pay award was equivalent to an overall sectoral uplift of 2.5%, with an uplift of up to 5.4% for colleagues on the lowest points on the salary scale, tapering to a minimum 2.5% uplift for those on scale point 38 and above. It was reported that discussions continue on the non-pay issues.

David Duncan, Christine Barr, Gillan Shaw and Laura McCrimmon left the meeting.

RC/2024/5.3 Senior Performance and Reward – SMG (Principal's Report)

The Principal outlined SMG's performance against the strategic objectives set last year, acknowledging that the NSS results had been disappointing at an institutional level and that issues with the CBRE estates contract continued to cause concern. The Principal reported that the University had continued to perform strongly despite the impact of geopolitics, and the challenges around international student recruitment; this was a result of the combined contribution of SMG and colleagues across the University as a whole.

During the discussion the Committee noted the current and historic salary levels of SMG. It was agreed that SMG would receive a 2.5% pay uplift in line with the national pay award.

The Committee agreed with the proposal outlined by the Principal and approved salary uplifts for the Deputy Vice Chancellor – Academic, Deputy Vice Chancellor – External Relations and the Executive Director of Finance as outlined by the Principal to reflect the market median. A one-off payment was also approved for the Deputy Vice Chancellor – Academic to reflect his exceptional level of performance.

David Duncan, Christine Barr, Gillan Shaw and Laura McCrimmon returned to the meeting.

The Principal left the meeting.

RC/2024/5.4 Senior Performance and Reward – Principal

The Convener of Court, Gavin Stewart, informed the Committee that he and the Chair of the Remuneration Committee had conducted a review of the Principal's Performance in the form of a 360º review, a PDR and key stakeholder feedback. The review was informed by an assessment of the Principal's performance against agreed objectives and feedback received from all members of Court. It was reported that the Principal continued to lead SMG and the University in an admirable way. It was noted that the feedback received consistently confirmed the effectiveness of the Principal's leadership. The Convener of Court also reported that he had raised, with the Principal, Court's concerns around the student experience and it was noted that this area would be a key focus for the next 12 months. Another key priority for the Principal would be the successful transition to the incoming Principal, and supporting SMG members through this transition. The Convener of Court reported that whilst it was positive news that international student recruitment had stabilized this year, there was a broader need for wider communication in relation to the positive impact of recruiting international students to both the University and the local community.

The Committee agreed with the proposal outlined by the Convener of Court at the meeting, that the Principal would receive a 2.5% pay uplift in line with the national pay award.

The Principal returned to the meeting.

RC/2024/5.5 Senior Performance and Reward – Grade 10 Professorial and Professional Staff

The Committee noted that Grade 10 (professorial and professional services) colleagues were not contractually entitled to receive national uplifts, and retrospectively approved payment of the equivalent to the national pay uplift to those engaged at Grade 10 level, with colleagues having received a pay uplift equivalent to 2.5% in AY2024-25.

RC/2024/6. SMG Contractual Changes

The Committee noted that Professor Muffy Calder Vice-Principal & Head of College S&E would revert to her substantive professorial post from 1 January 2025 and that Professor Eric Yeatman had been appointed as the new Vice-Principal & Head of College S&E from 6 January 2025 to 5 January 2030. The Committee also noted that Professor Iain McInnes, Vice-Principal & Head of College MVLS had had his term of office extended from 16 November 2025 to 15 November 2030.

RC/2024/7. Expenses Report

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

RC/2024/8. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 23 May 2024, it was noted that there had been 5 severance packages approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: MVLS - 2, Social Sciences - 1 and University Services - 2 at a total cost of £142,919 with an average payback period of 7.39 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/2024/9. Any Other Business

The Chair reported that the remuneration for the current Convener of Court would be reported at the next meeting. The Committee noted that the remuneration was in line with the amount agreed by Court in June 2024 - *£550 per day and would be increased on an annual basis in accordance with any pay award agreed nationally. The maximum number of days that could be claimed would remain at 50 days per year.*

RC/2024/10. Date and time of next meeting

The next meeting will be held on 29 May 2025.

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University of Glasgow

of Glasgow

VIA VERITAS VITA

COURT

Court Meeting:	19 February 2025
Document Title:	Nominations Committee Report
Responsible:	Nicola Dandridge

Executive Summary:

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

1) the re-appointment of Laic Khalique to Court as a Co-opted Member of Court from 1 April 2025 to 31 March 2029

2) the appointment of Lorriane McMillan as a member of the Estates and Sustainability Committee

Court is **asked to approve** the two appointments.

Action Required:

☒ FORMALLY APPROVE
☐ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications:	None
Risk and Assurance:	SMG - Government Policy Changes (ID: 1298) SMG - Maintaining and improving reputation (ID: 1342) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	None
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information:	N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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COURT

University of Glasgow

Court Meeting:	19 February 2025
Document Title:	Health Safety and Wellbeing Committee draft Minute
Responsible:	David Duncan, Convenor of HSWC

Executive 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 were circulated for information only.

Points to note: Future HSWC meetings will include a new standing paper entitled Radiation Protection Service Report. The Workplace Stress Policy has been updated and was published at the end of January 2025.

Court is asked to **review and approve** the changes to the Health Safety and Wellbeing Committee ToR. The changes are highlighted in **Annex 1**.

Action Required:

☒   FORMALLY APPROVE - Terms of Reference
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	None
Risk and Assurance:	SMG - Campus development and maintenance (ID: 1392) SMG - Organisational resilience and agility (ID: 1430) SMG - Research (ID: 1369) SMG - Student non-academic experience (ID: 1438) SMG - Colleague attraction and retention (ID: 1310) SMG - Values based culture and leadership culture (ID: 1322)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information	Annex 1

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Classification is 'open' as these documents are published on the University Safety and Resilience webpages

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Friday the 6th of December 2024 at 10am in Committee Room 251

Present: David Duncan, Louise Stergar, Richard Reeve, Barbara Welsh, Sharon Burns, Christopher Kennedy, Mark Wildman, Iris Duane, Somaria Maharaj, Simon Ambrose, Phil Whitfield, Jenna Millar, Mhairi Docherty, David Harty, Bruce Jolliffe, Selina Woolcott

In Attendance: Debbie Beales (Clerk), Alex Shearer (SEPS), Rosie Thompson (CoSS), Jethro Barclay (Security), Ross Slavin (SEPS)

Apologies: Paula McKerrow, Steven Richardson, Peter Haggarty, Gary Stephen, Hazel Bookham, Cyril Pacot

1. Minutes of the Meeting held on 20th of September 2024

The Minutes were approved.

2. Matters arising

2.1 HSWC Terms of Reference (Paper 1)

The Committee noted the paper that was circulated and approved the following amendments:

- *The Director of University Safety and Resilience is an Ex-Officio member alongside other appropriate University Officers and Advisers.*
- *The following bullet point was removed: Review Minutes and reports submitted by local health and safety committees within the Colleges and non-academic services*

The ToR is reviewed on an annual basis and membership consists of The COO/University Secretary as Chair, 8 TU appointed safety reps, 4 College management reps and 2 SRC reps. Membership also includes the Executive Director of Estates and the Executive Director of People & Organisational Development.

3. Estates Safety Report (Paper 2)

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

- Staff from the Estates Compliance Team and University Safety and Resilience (USR) recently attended an away day to analyse any potential gaps between the services.
- During the refurbishment of level 2 in the Isabella Elder Building, the Compliance Team, along with USR, will move to level 1.
- An incident involving the failure of the fire safety management system within the James Watt Building led to a full investigation. A lessons learned exercise took place in October and David Harty agreed to share the paper from this exercise with the Committee.
- Safety Champions roll out trial is being piloted in different zones and will be coached by the Compliance Team. IOSH training will be provided as a development opportunity.
- Estates were awarded their 6th consecutive Royal Society for the Prevention of Accidents (ROSPA) Gold award.

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4. Occupational Health and Wellbeing Report (Paper 3)

The Committee noted the paper that was circulated for information only. The Committee asked about the possibility of receiving the Covid vaccine through OH. Selina Woolcott agreed to liaise with OH to see if this is possible.

5. SEPS Report (Paper 4)

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

Chris Kennedy, on behalf of all safety reps on the committee, again asked that they be consulted on any work around structural/personnel/procedural changes in how safety/compliance is managed at the University. The Committee agreed that a meeting including TU safety reps should take place in the New Year to discuss this further.

The Committee discussed the ongoing issue of discarded needles in the loading bay of the Molema Building. It was agreed that Jethro Barclay would meet with Gary Stephen, SEPS and Compliance to try to resolve this issue.

The Committee discussed ongoing security issues within the Main Library. A recent incident involved the Police who were called to remove someone causing a disturbance. Security agreed to produce a lesson learned report for the next HSWC meeting in March.

RPS update: Bruce Jolliffe informed the Committee that the University had recently received a visit from the National Counter Terrorism Security Office. A report, with further details, will be produced and shared at the next meeting of the HSWC in March. Bruce advised that he will be liaising with Colleges who work with radioactive materials to ensure that the framework for how we manage security is being followed correctly. RPS updates will now be a standing item at every meeting of HSWC.

6. Audit update (Paper 5)

The Committee noted the paper that was circulated for information only. Selina Woolcott informed the Committee that following the HSE biological safety visit in October, there were no formal recommendations, just a few verbal suggestions. The next planned visit will be in Autumn next year, for the SAPO licence renewal. HSE had planned to visit the University in the next 12 months to audit health surveillance and the University's Stress Policy, but it is looking unlikely that this will take place.

7. Sickness absence stats (Paper 6)

The Committee noted the paper that was circulated for information only. Mhairi Docherty informed the Committee that she will work with the incoming Head of P&OD for CoAH to produce a report on the College's absence stats in the context of the Colleague Engagement Survey.

Selina Woolcott informed the Committee that the Workplace Stress Policy working group met and agreed a revised activity-based stress risk assessment, now an excel document. The associated policy and guidance documentation will be amended accordingly, with a plan to relaunch in January 2025.

8. SafeZone registration for first aiders (SW)

Selina Woolcott informed the Committee that many first aiders are refusing to check in on SafeZone when they are on campus. As first aiders are paid by the University, the Committee

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agreed to make this mandatory. Selina agreed to update the information for first aiders and course attendees to clarify this point.

9. Transport and pedestrian safety on campus (SW)

Selina Woolcott informed the Committee that a focus group hosted their first meeting to look at improvements to pedestrian safety on the campus roads. There will be an update at the next meeting of the HSWC in March and David Harty agreed to share slides from the meeting with the Committee.

10. Any Other Business

- Fire wardens. The Committee discussed the difficulty in finding sufficient staff to nominate for the additional duty of fire warden. Selina Woolcott reminded the Committee that roles such as Fire Wardens are not voluntary positions but, rather, roles that employers are required to appoint under legislation. Employees have a duty under Section 7 of the Health and Safety at Work Act to cooperate with employers in order that they might meet their duties. Hybrid working has resulted in a lower campus presence and the need for larger numbers of staff to be trained in Fire Warden/ Fire Safety Coordinator roles to provide cover. The importance of taking all an employee's role into account, including safety roles, when agreeing flexible working arrangements was emphasised.
- Incident reporting. The Committee discussed the possibility of incident reports being shared with Colleges. Rosie Thompson and Jethro Barclay agreed to meet to discuss this further.
- Pigeon guano. Selina Woolcott informed the Committee that the University are aware that this is an issue, and she is working with the Assistant Director of Facilities Services to find a solution/deterrent.

11. Date of Next Meeting

The next meeting of the HSWC will take place at 10am on Thursday the 13th of March 2025 in the Melville Room.

Created by Debbie Beales

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Health Safety and Wellbeing Committee
Terms of Reference

1. Introduction

The **Health, Safety and Wellbeing Committee** (HSWC) is appointed by Court. The Committee is mandated by Section 2(7) of the Health & Safety at Work (etc.) Act 1974 and recognised by the Secretary of State under Statutory Instrument 1977 No. 500 Health and Safety - The Safety Representatives and Safety Committees Regulations 1977. It has the role of keeping under review the measures taken to ensure the effective management of the health and safety of employees, and also that of students, visitors, contractors and other persons who could be affected by the various work activities of the University of Glasgow or could, through their own work activity, adversely affect the health and safety of themselves and/or others.

One of its key objectives is the promotion of co-operation between management and employees in the development, implementation, monitoring and review of measures designed to minimise those risks at work which may impact on the health, safety and wellbeing of employees and other persons.

2. Committee remit

The mandate for the HSWC is as follows:

- Fulfil the legal requirements of The Safety Representatives and Safety Committees Regulations 1977
- Monitor
  - New health and safety law and regulations
  - Changes to the workplace, workforce, technology and working practices
  - The working practices and safety standards of University-appointed contractors
- Approve University health and safety policy and procedures
- Approve any health and safety Action Plans.
- Review the Annual Health, Safety and Wellbeing Report
- Monitor health and safety performance against legislation and University strategies & policies
- Review:
  - Occupational injury and ill health statistics and trends
  - Health and safety training courses and attendee data
  - Work-related sickness absence data
  - Safety audit reports
  - Reports into serious incidents at work
  - Reports arising from inspections and/ or enforcement action by relevant Enforcing Authorities
  - Reports submitted by employee trades unions and partnership bodies.
  - Occupational Health activity reports
  - Reports from other relevant health, safety or wellbeing forums as appropriate
  - The impact of health and safety initiatives on health and safety performance
- Make recommendations on improvement of health and safety performance and minimisation of occupational injury and ill-health as appropriate

Note:

The remit will include all activities carried out by University of Glasgow staff and students regardless of location as well as work conducted by persons from other establishments who are invited to work on our premises. This remit extends to work-related travel, including call out travel, but excluding travel between home and the employee's usual place of work during their normal contracted work hours.

3. Scheme of Delegation

The following details the delegated authority for HSWC and shows how it is placed in the overall University Scheme of Delegation with escalation to Court, advising other committees as required:

Area of Responsibility	Limit	Delegated Decision-Making Authority	Escalation To
Approve health, safety and wellbeing related policies	N/A	Director of University Safety and Resilience	Court
Business cases that impact health, safety or wellbeing policies	N/A	Director of University Safety and Resilience	Court

4. Committee Membership

Membership:

- Chief Operating Officer and University Secretary (Chair)
- Staff representative from Court
- 4 x management representatives from the 4 Colleges
- 8 x Trades Union appointed Safety Representatives
- 2 x Students Representative Council (SRC) representatives
- Executive Director of Estates
- Executive Director of People & Organisation Development

Ex Officio

- Director of University Safety and Resilience
- Other appropriate University Officers and Advisors

In attendance:

- Other University officers and advisors as required
- PA to Director of University Safety and Resilience (clerk)

5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 8 (excluding clerk) providing at least 3 management and 3 partnership representatives in attendance for decisions or approvals. In the event of a consensus not being reached, the convenor will escalate to Court.

6. Committee Member Responsibilities

Court has final accountability for health and safety. Each committee member has a responsibility to:

- Fulfil the legal requirements of The Safety Representatives and Safety Committees Regulations 1977
- Aspire to best practice in the management of health and safety in the workplace
- Approve University health, safety and wellbeing policies, procedures and action plans
- Openly and constructively challenge where the university does not meet its key criteria for health and safety regulations
- Provide health and safety insight, scrutiny and challenge to the associated strategies, policies and business cases presented
- Assess health, safety risk at an operational, programme and project level
- Take ownership for specific actions and risks in the HSWC Action and Risk Logs. All actions and risks must have a committee member as overall owner

- Ensure activity and behaviours embody the University's values (click here for details)

7. Conflict of Interest

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

8. Format and cadence

Meetings will be held quarterly and timetabled to enable minutes to be circulated to the next meeting of the University of Glasgow Court. Extraordinary meetings can be called by agreement through the Executive Members.

INPUTS

- Health and safety performance reports
- Local health and safety meeting minutes and reports, as appropriate
- Changes to health and safety regulations, working practices and standards
- Business cases that impact health, safety or wellbeing changes to the workplace, workforce, technology or working practices
- Health & safety risk register (annually)
- Cross university health and safety risk report (6 monthly)

OUTPUTS

- Updated health, safety and wellbeing policies
- Annual Health, Safety & Wellbeing Report
- Action Log
- Minutes

COURT

Court Meeting:	19 February 2025
Document Title:	Communications to Court from the meeting of Senate held on 12 December 2024
Responsible:	Dr Richard Lowdon

Executive Summary:

Court is **asked to note** the Communications from Senate to Court paper.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: N/A

University Strategy: N/A

Sustainability Implications/Assessment: None

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: N/A

Classification:
☒ OPEN
☐ CONFIDENTIAL
☐ STRICTLY CONFIDENTIAL

University of Glasgow

University Court – Wednesday 19 February 2025

Communications to Court from the meeting of Senate held on 12 December 2024

Dr Richard Lowdon, Academic Policy & Governance

(All matters are for noting)

1. Senate Effectiveness Review

The Clerk of Senate provided Senate with a summary of the University's draft responses to the recommendations that were made in the Senate Effectiveness Review report, which was submitted to Senate on 3 October 2024. The Clerk of Senate informed members of Senate that they could submit any comments or suggestions to clerk-of-senate@glasgow.ac.uk and Dr Richard Lowdon in Academic Policy & Governance (Richard.Lowdon@glasgow.ac.uk).

2. Research Planning & Strategy Committee: Report of meeting held on 9 October 2024

Professor Chris Pearce, Vice-Principal for Research & Knowledge Exchange, highlighted the following items from the Research Planning & Strategy Committee (RPSC) report:

2.1 Application to create Realities & Emersion Glasgow (RIG)

Professor Pearce informed Senate that an application had recently been submitted to establish a new cross-College research centre. The proposed name for the centre was 'Realities & Emersion Glasgow'.

2.2 Research with the fossil fuels sector

Professor Pearce informed Senate that a small, short-life working group had been established to examine what support could be provided by the University to researchers who engaged in activities involving the fossil fuels sector and how the University could support researchers to make informed decisions about the nature of research that they decided to undertake.

2.3 Research Professional Staff Network

Professor Pearce informed Senate that a Research Professional Staff Network (RPSN) had recently been established as a collaborative community for members of staff whose role involved providing a professional service, expert guidance, or support for research or researchers, at any point in the research journey. The network currently comprised over 400 members from across the University.

2.4 'People Make Research' Campaign

Professor Pearce informed Senate that nominations for the University's 'People Make Research' campaign had recently opened to recognise the positive contributions that individual members of staff had made to the University's research environment. Professor Pearce encouraged members of Senate to nominate colleagues for the award.

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2.5 Code of Policy and Procedures for Investigating Allegations of Misconduct in Research

Professor Pearce asked members of Senate to note the changes that had been approved by RPSC to the Code of Policy and Procedures for Investigating Allegations of Misconduct in Research. Professor Pearce informed Senate that the main change was to the initial investigation stage of the Policy, which now allowed an initial investigation to be carried out by a single investigator, rather than a full panel.

Senate noted the changes to the Code of Policy and Procedures for Investigating Allegations of Misconduct in Research.

Regarding the 'Integrity Advisor/Champion role descriptions and network' item on the RPSC agenda, members of Senate noted from the RPSC report that each Champion and Adviser had been asked to complete a logbook of any integrity enquiries that they received as well as activities undertaken to promote good research culture and integrity practice. In particular, members noted that, during the 2023-24 academic session, 43% of Champions/Advisers had failed to return their logbooks, and that the figures appeared to indicate that issues of concern were being underreported. With this in mind, members of Senate enquired about what actions were being taken to improve engagement. Professor Pearce informed Senate that more specific training would be provided for Integrity Advisors/Champions to improve return rates, and that there would be a refresh of the Integrity Advisor/Champion network. Regarding the research on fossil fuels item, members of Senate enquired about whether there was scope for establishing a working group to explore University divestment in fossil fuels. Professor Pearce informed Senate that the divestment issue was a separate issue to the fossil fuels research issue that the RPSC working group was focusing on, and that the main focus of the RPSC working group was to provide researchers with a framework for how they engaged with research involving the fossil fuels sector.

The Principal enquired about recent developments with REF2029. Professor Pearce informed Senate that the University had been selected by the funding bodies to make submissions to five of the eight Unit of Assessment areas in the REF2029 People, Culture and Environment (PCE) Pilot. Based on the University's participation in this exercise, concerns had been raised about the operation of the People, Culture and Environment aspect of REF2029 and the ambiguity associated with this metric. Professor Pearce also reported that it was still unclear whether the weighting of this component of REF2029 would be 25%.

3. **University Sustainability Strategy Update – Presentation by the Director of Sustainability, and Associate Director of the Centre for Sustainable Solutions**

Regarding the climate and sustainability context for the University's Sustainability Strategy, Dr Roddy Yarr, Director of Sustainability, informed Senate that carbon emissions in Scotland accounted for 25 MtCO2, and that Glasgow emitted 2.3 MtCO2. In order to address this, Scotland was committed to achieving net zero emissions of all greenhouse gases by 2045, which would require a 75% reduction in emissions by 2030 and funding of £1.6bn to secure a just transition to a net zero economy. Glasgow was committed to net zero carbon by 2030, and had reduced its CO2 emissions by 50% between 2005 and 2020. In line with Glasgow's ambitions, the University was committed to achieving net zero carbon emissions by 2030. In order to achieve this, the University's Carbon Management Plan underpinned targeted emissions reductions across all emission scopes, and the University's Climate Neutral Estate vision aimed to secure net zero and climate resilience across all University assets.

In relation to the University's current emissions, Dr Yarr reported that the University's carbon footprint was approximately 56,507 TCO2 in 2023-24, with the majority of emissions coming from oil and gas consumption, business travel and electricity consumption. The University's

emissions had increased year-on-year since the 2020-21 academic session, and the University had overshot its emissions targets for the past two academic years. However, it was expected that the University's carbon emissions would fall significantly over the next few years.

Regarding the University's Climate Neutral Estate Approach, Dr Yarr informed Senate that the Approach was underpinned by the 17 United Nations Sustainable Development Goals, and that a number of interventions had been identified to assist the University in achieving its net zero ambitions. These included: the Partick Pump Station Waste Heat Project; ground source heat and photovoltaic energy generation on the Garscube Estate; fabric works and photovoltaic energy generation on University residences; investment in direct wire photovoltaic energy generation and thermal storage; travel reduction; work on sustainable laboratories, including heat recovery, power efficiencies and demand reduction; and decarbonisation of the National Grid.

In relation to the Partick Pumping Station Waste Heat Project, Dr Yarr informed Senate that the University had established a collaboration with Scottish Water and its technology partner to harness waste heat from sewage. The feasibility stage of the Project had been completed, with financial modelling due to commence in February 2025. Successful completion of the Project would reduce the University's annual greenhouse gas emissions by 61% compared with its existing heating system, and reduce the University's annual heating costs by 65%. In addition to this, the University was exploring the possibility of installing a four megawatt water source heat pump on the River Kelvin.

Regarding the University's Climate Neutral Estate Project, Dr Yarr reported that the University was undertaking a technical feasibility study of 65 building archetypes, and exploring options for fabric interventions, the deployment of renewables, and improved space utilsation. The University was also evaluating the long-term cost savings and payback periods to determine the financial viability of particular interventions.

Dr Yarr provided Senate with an outline of the Glasgow Riverside Innovation District (GRID) Heat and Power Network. In so doing, he summarised the main opportunities for generating heat within the GRID, and the primary consumers of that energy, which included the University, the Kelvin Hall, the Kelvingrove Museum, the Riverside Museum, the Queen Elizabeth University Hospital, hotels on the riverside, BAE Systems, social housing schemes, and several schools. Aside from heat generation opportunities, Dr Yarr informed Senate that the University was currently exploring options for tree planting, and wind and solar energy generation at Cochno Farm. This work would be carried out in partnership with Scottish Water, Forest Land Scotland, and Clyde Mission. In addition to this, Dr Yarr noted that the University was identifying options for carbon offsetting at Scottish Wildlife Trust Reserves and RSPB Reserves, as well as working with Forest and Land Scotland and Clyde Climate Forest to identify further opportunities at Cochno Hill.

Professor Ria Dunkley, Associate Director of the Centre for Sustainable Solutions, provided Senate with an update on the recent work of the Centre for Sustainable Solutions. In relation to education and training, Professor Dunkley informed Senate that the Centre had developed upskilling courses on 'Climate and Carbon Literacy' (320 learners), 'Systems Thinking for Sustainable Decision-Making' (429 learners), a student co-designed course on 'introduction to Climate Change & Sustainability' (350 learners), as well as a masterclass for researchers and external partners, including the Scottish and UK Government, DEFRA, local authorities, and other public and private sector organisations. The Centre had also worked with FutureLearn to commission six different Massive Open Online Courses (MOOCs), which had been attended by over 5,600 learners to date.

Regarding policy and consultation responses, Professor Dunkley informed Senate that the Centre had helped to inform the Scottish Government's Wellbeing & Sustainable

Development Bill and its Climate Change Plan Advisory Group, as well as Scotland's National Adaption Plan.

In relation to research undertaken by the Centre, Professor Dunkley informed Senate that ongoing projects included the Glasgow as a Living Lab Accelerating Novel Transformation (GALLANT) project, which had been funded £10.5m between 2022 and 2027, and Sustainable Screens Scotland, which had been funded £19.6k by the Royal Society of Edinburgh. The Centre had also had a number of successful supported bids for projects such as 'Maximising UK Adaptation to Climate Change Hub' (a £5m, Kings College London-led bid), 'Nature Markets Doctoral Focal Award' (a £2.8m collaborative bid with the University of St Andrews), and a £5.5m bid to establish a 'Responsible Electronics and Circular Technologies Centre'. In addition to this, the Centre had linked with other research centres such as the Centre for Public Policy, the Glasgow Centre for Sustainable Energy, the National Centre for Resilience, and the Centre for Data Science & AI.

Regarding networking and outreach activities, Professor Dunkley informed Senate that the Centre had been involved with a number of dialogues, debates and town hall events, including the co-organisation of a 'Business Travel' town hall event and co-hosting a 'Climate Talks' event with the German Consulate. Other activities included networking meetings, which were held every six weeks, the circulation of a monthly newsletter, and the invitation of guest speakers. In addition to this, the Centre had created sustainability-related student placements and internships, and built international links with organisations such as the German Consulate, The European Civic University, Sydney University, Harvard University, Stanford University, and the Goethe Institute.

In relation to joint working, Professor Dunkley informed Senate that the Centre had been involved with:

- Conducting feasibility studies.

- Informing decision-making on topics such as offsetting.

- The Sustainable Glasgow Board and Hubs.

- The University Economic Development Board and GRID.

- Providing sectoral advice and best practice for sustainability.

- Undertaking strategic roles in the University's Glasgow Changing Futures.

- Liaising with Climate Ready Clyde and Climate Ready Infrastructure.

- Working with Clyde Climate Forest.

- The UK Universities Climate Network – Net Zero sub-group.

- The Glasgow University Environmental Sustainability Team (GUEST).

Members of Senate enquired about the University's plans for reducing emissions at the Dumfries Campus. Dr Yarr informed Senate that there were plans for a ground-source heat pump, building fabric improvements and solar energy generation at Dumfries. Members of Senate asked if the University had any plans to incentivise staff to reduce long-haul business travel. Dr Yarr informed Senate that the University was currently exploring options to introduce a carbon cap, and noted that this had been implemented successfully at other universities. Members of Senate also noted that there were Equality, Diversity and Inclusion (EDI) issues relating to restricting long-haul conference travel, and that it was important to ensure that groups of staff, such as early-career staff, were not denied the networking opportunities associated with attendance at international conferences. Dr Yarr noted that equality issues would be taken into consideration if the University decided to implement a carbon cap.

Members of Senate asked if the University had any plans to introduce an electric car scheme to reduce staff emissions from commuting. Dr Yarr confirmed that the University was currently exploring this. Members of Senate noted that other universities had attempted to incentivise staff to travel via more sustainable modes of transport by offering perks such as first class train travel, which allowed staff to work more effectively en route. Members of Senate enquired if it was possible to access data relating to each School's carbon footprint. Dr Yarr informed Senate that there were plans to provide staff with tools to allow them to calculate their personal carbon footprint based on travel booking data. Dr Yarr also agreed to meet with the member of Senate who had raised the query to discuss the potential of providing School-level emissions data. Members of Senate observed that travel booking data would only record emissions relating to conference travel that had been booked through the University's travel agent, and would fail to capture emissions relating to conferences where staff had booked their own travel. Dr Yarr noted that it would be possible to calculate emissions from conference travel using travel insurance data, assuming that staff members had booked this via the University Travel Hub.

4. Convener's Business

The Principal thanked the Students' Representative Council (SRC) and the University's Gender Champion, Professor Sara Carter (Vice-Principal & Head of the College of Social Sciences) for their recent work on co-ordinating the University's response to the United Nations' (UN's) 16 Days of Activism Against Gender-Based Violence, which had taken place between 25 November and 10 December 2024. The Principal also thanked Professor Rachel Sandison (Deputy Vice-Chancellor & Vice-Principal, External Relations), Professor David Duncan (Deputy Vice-Chancellor, Chief Operating Officer & University Secretary), Professor Alison Phipps and all of the participants, including Professor Sultan Barakat from the Hamas Bin Khalifa University in Doha, for their involvement in the University's recent conference on 'Reconstructing Gaza: The Post-conflict Reconstruction of Higher Education in Gaza'. The Principal informed Senate that the conference had been well-attended with participants from a number of different UK and international universities.

4.1 Scottish Budget

The Principal informed Senate that the Scottish Government had recently released its budget for 2025-26. The budget included a modest uplift of 1.7% to the unit of resource for teaching, and a 3.2% uplift for capital funding, compared with 2023-24. The Principal also informed Senate that the aggregate effect of these uplifts was an overall funding increase of 2.2%.

4.2 UK Visas & Immigration (UKVI) Audit

The Principal informed Senate that, in June 2024, UKVI had conducted an audit of the University's compliance with its student sponsor duties. UKVI had since written to the University highlighting some compliance issues that needed to be addressed. The University was confident that it could complete this work within the required timescale.

The two main areas of focus were:

- Ensuring that all the University's records were accurate and up-to-date for the current student cohorts (including engagement data for Semester 1 of the 2024-25 academic session), and;

- Ensuring that the University had a good, standardised process in place for necessary and appropriate data collection and reporting from Semester 2 onwards.

The Principal informed Senate that a response team of colleagues from across the University had been established and that the team was making good progress. Colleagues involved in

this exercise had been provided with training and dedicated facilities to ensure that work was undertaken in a well-supported environment.

There would be a follow-up visit from UKVI in due course. In the meantime, all other activities would continue as normal, including the issuing of Confirmation of Acceptance for Studies (CAS) to international students.

5. Clerk of Senate's Business

5.1 Update on Honorary Degrees

The Clerk of Senate informed Senate that the following persons had accepted an invitation issued by the Principal, on behalf of Senate, to receive the award of an Honorary Degree in 2025:

DOCTOR OF LETTERS (DLitt) - GSA

Jasleen KAUR
Artist

Professor Hiroaki KIMURA
Ks Architects, Hiroaki Kimura & Associates

DOCTOR OF LETTERS (DLitt)

Professor James ARTHUR
Academic

Professor Dame Diana COYLE
Co-Director, Bennett Institute for Public Policy

Robert Softley GALE
Artistic Director and CEO, Birds of Paradise Theatre Company

DOCTOR OF SCIENCE (DSc)

Professor Mark GIROLAMI
Department of Engineering
University of Cambridge

Dr Megumi MUTO
Japan International Cooperation Agency (JICA)

Professor Richard OREFFO
Centre for Human Development, Stem Cells and Regeneration
University of Southampton

DOCTOR OF MUSIC (DMus)

Sharleen SPITERI
Musician

DOCTOR OF ENGINEERING (DEng)

Professor Dame Lynn GLADDEN
Shell Professor of Chemical Engineering
University of Cambridge

Professor Michael ORTIZ
California Institute of Technology

DOCTOR OF THE UNIVERSITY (DUniv)

Janey GODLEY
Comedian and Author

Sally MAGNUSSON
Journalist and Author

Dr Gerry RICE
Advisor (Formerly Director of Communications)
International Monetary Fund

The Clerk of Senate confirmed that these names would be included in the Senate minute and were now, therefore, in the public domain.

5.2 Senate Guest Night

The Clerk of Senate informed Senate that the next Senate Guest Night would be held on Tuesday 11 March 2025 at 7.00 for 7.30pm. Any member of Senate who wished to attend should email: Ceremonial-Events@glasgow.ac.uk.

5.3 Annual University Service at Glasgow Cathedral

The Clerk of Senate informed Senate that the Annual University Service in Glasgow Cathedral would take place on Sunday 9 March 2025 at 11.00am. The Clerk of Senate noted that this year's service was particularly significant because it marked the 850th anniversary of the founding of the City of Glasgow, and that it was important that the University played its part in these festivities.

Those wishing to join the academic procession were requested to assemble in the Sacristy by 10.45am. Academic dress (gown and hood) should be worn on this occasion. White bow-ties could also be worn by those who wished to do so.

Anyone wishing to join the academic procession was requested to email Ceremonial Events (ceremonial-events@glasgow.ac.uk) by Monday 3 March 2025 to ensure that an appropriate number of seats can be reserved.

6. **University Court: Communications from the meeting held on 20 November 2024**

Senate received and noted a report from the University Court meeting held on 20 November 2024. Items included:

- Socially Responsible Investment Policy.
- Learning & Teaching Strategy update.
- Finance Committee.
- Report from the Principal.
- Report from the University Secretary.
- Student matters, including: SEC Report; SRC President update.
- Reports of Court Committees.

COURT

Court Meeting:	19 February 2025
Document Title:	Communications to Court from the meeting of Senate held on 6 February 2025
Responsible:	Dr Richard Lowdon

Executive Summary:

Court is **asked to note** the Communications from Senate to Court paper.

Action Required:

☐　　　　　　　FORMALLY APPROVE
☐　　　　　　　FOR DISCUSSION
☒　　　　　　　TO NOTE/FOR INFORMATION

Resource Implications:	N/A
Risk and Assurance:	N/A
University Strategy:	N/A
Sustainability Implications/Assessment:	None
Student Experience:	The paper includes an update on the Student Experience Strategy.
Equality Considerations:	N/A
Supporting Information	N/A

Classification:　　　　　☐　　OPEN
　　　　　　　　　　　　　　☒　　CONFIDENTIAL
　　　　　　　　　　　　　　☐　　STRICTLY CONFIDENTIAL

University of Glasgow

University Court – Wednesday 19 February 2025

Communications to Court from the meeting of Senate held on 6 February 2025

Dr Richard Lowdon, Academic Policy & Governance

(All matters are for noting)

1. Intimations

Senate observed a minute's silence to mark its respect for the following former members of Senate whose deaths had been announced over the previous 12 months:

Professor Wiliam Fitch

Professor William (Bill) Fitch died on 6 December 2024 at the age of 87. Professor Fitch joined the University in 1967 as a Medical Research Council Assistant within the Department of Anaesthetics and became Professor of Anaesthesia in 1988 – a position that he held until his retirement in 1998. Professor Fitch was a leading scholar within the field of anaesthetics who published four books and over 180 papers throughout his career. Aside from his academic work, Professor Fitch served as Head of the University Department of Anaesthetics at the Glasgow Royal and Western Infirmaries between 1987 and 1996. He also served as Vice-Chairman of the Division of Anaesthesia at Greater Glasgow Health Board between 1982 and 1984, and as Editor of the British Journal of Anaesthesia.

Professor Alexander Garvie

Professor Alexander Garvie died on 17 September 2024 at the age of 90. Professor Garvie joined the University in 1960 as an assistant lecturer in Greek and retired from the University in 1999 as Professor of Greek. Professor Garvie was a distinguished scholar with an international reputation for his research on Greek tragedy and Greek epic. During his time at Glasgow, Professor Garvie served as Head of the Department of Classics from 1991 until 1997, and as the Senior Advisor of Studies and Admissions Officer in the Faculty of Arts. Outwith the University, Professor Garvie served as Chair of the Classical Association Journals Board and as Chairman of the Scottish Hellenic Society. In recognition of his scholarly contributions, Professor Garvie was elected as a Fellow of the Royal Society of Edinburgh in 1995.

Professor Sheila Jennett

Professor Sheila Jennett died on 26 February 2024 at the age of 98. Professor Jennett was a distinguished physiologist who was particularly well-known for her work on respiratory and cardiovascular physiology and pathophysiology. After being appointed to Professor in 1978, Professor Jennett served as Head of the Department of Physiology, before retiring from the University in 1991. Over the course of her career, Professor Jennett published numerous books and papers in scientific and medical journals, including a definitive textbook on Human Physiology. Professor Jennett also served as the Scottish representative on Home Office committees, and was made an honorary fellow of the Royal College of Physicians and Surgeons in 1983 in recognition of her academic work.

Professor Ernest Laing

Professor Ernest Laing died on 23 January 2024 at the age of 92. Professor Laing was a world-leading mathematician and physicist, who was particularly well-know for his research on ZETA – the world's first large fusion machine. Professor Laing was a Glasgow graduate who joined the University as a research fellow in the late 1950s, before being promoted to Senior Lecturer in 1966 and Professor in 1980. During his time at Glasgow, Professor Laing served as Head of the Department of Natural Philosophy between 1982 and 1986 and as Dean of the Faculty of Science between 1988 and 1990. Outside of the University, Professor Laing chaired the Institute of Physics Plasma Physics Group during the 1980s, and was active in the Science Research Council throughout his career. In recognition of his contributions to physics, Professor Laing was elected as a Fellow of the Royal Society of Edinburgh in 1981.

2. Library Annual Report 2023-2024

Ms Susan Ashworth, Director of Information Services, provided Senate with a number of updates relating to the 2023-24 Library Annual Report:

- The Library Cladding Project had recently commenced, and the cladding work would have a significant impact on the Library building between February and March 2025. The Library team were communicating daily with library users and the Students' Representative Council (SRC) on the progression of the works and about where the impact would be most intrusive.

- The University had been involved with sector-wide negotiations with publishers (including Elsevier, Springer, Nature, Taylor & Francis, Wiley, and Sage) on the renewal of subscriptions. The negotiations were expected to take some time to resolve are were being undertaken with the goal of achieving cost savings and broadening participation in research through the promotion of equity and inclusivity in research dissemination.

The Principal thanked Library staff for all of their hard work over the past year and enquired about whether some universities were planning to walk away from the negotiations with publishers if the required cost savings were not agreed to. Ms Ashworth explained that the University participated in 'big deals' with publishers in order to obtain access to all of their content. However, rather than walk away from negotiations, a small number of universities had decided not to participate in these 'big deals', and to subscribe to journals on a title-by-title basis instead. Ms Ashworth informed Senate that the University was developing contingency plans if there was a sector-wide decision to walk away from the negotiations with publishers, and that colleagues would be kept informed of any developments.

3. Convener's Business

3.1 Scottish Government Budget

The Principal informed Senate that the Scottish Government's Budget for 2025-26 had been through its first passage in the Scottish Parliament, and that the budget included a modest uplift of 1.7% to the unit of resource for teaching, and a 3.2% uplift for capital funding, compared with 2023-24. The Principal also informed Senate that the aggregate effect of these uplifts was an overall funding increase of 2.2%.

3.2 UK Visas and Immigration (UKVI)

The Principal reminded Senate that, in June 2024, UKVI had conducted an audit of the University's compliance with its student sponsor duties. UKVI had since written to the

University highlighting some compliance issues that needed to be addressed. The University was confident that it could complete this work within the required timescale.

The two main areas of focus were:

- Ensuring that all the University's records were accurate and up-to-date for the current student cohorts (including engagement data for Semester 1 of the 2024-25 academic session), and;

- Ensuring that the University had a good, standardised process in place for necessary and appropriate data collection and reporting from Semester 2 onwards.

In preparation for the re-audit in March 2025, the University would undergo a mock audit, which would be carried out by an external organisation.

4. Estates Strategy update – Presentation by Executive Director of Estates

Mr Peter Haggarty, Executive Director of Estates, informed Senate that the current Estates Strategy had been launched in 2021, and was structured around five key themes: People; Space; Sustainability; Custodianship; and Digital.

Regarding 'People' theme, Mr Haggarty informed Senate that the Estates directorate currently employed around 800 staff, who were responsible for providing a wide range of services, including: cleaning, security, facility services, biological and safety services, and engineering design. In relation to 'Space', Mr Haggarty informed Senate that the University estate contained over 300 buildings (100 of which were listed) covering around half a million square metres. As part of its strategy, Estates aimed to provide indoor and outdoor spaces that created a vibrant, active and inspiring campus to work, study and live in. Describing the 'Sustainability' theme, Mr Haggarty noted that the Estates directorate continued to develop its Sustainability Team with a view to ensuring that all of the directorate's activities delivered a net zero carbon footprint. Regarding 'Custodianship', Mr Haggarty informed Senate that Estates would endeavour to protect, restore and conserve the built environment of the University. In relation to the 'Digital' theme, Mr Haggarty reported that the Estates directorate had developed a new estate management system to improve and upgrade the University estate.

Mr Haggarty informed Senate that the following projects had recently been completed by Estates:

- The Animal Behavioural Unit on Level 3 of the Clinical Research Facility.

- Projects to protect the fabric and infrastructure of the Rankine Building, and the upgrading of some of the labs in the building.

- Upgrades to the Molema Building.

- Replacement of the roof of the Stevenson Building.

- Installation of Photovoltaics on the roof of the Fraser Building.

- The construction of 'living walls' across the University campus.

Mr Haggarty also informed Senate that the following projects were in progress:

- Work to facilitate the growth of the School of Computing Science around Lilybank Gardens.

- Essential building work on the Kelvin Building to improve disability access and fire safety.

- Upgrades to the Library Annex.

- Fabric repair works on 42 Bute Gardens.

- Mechanical and electrical transformer lift replacements across campus.

- The creation of a new postgraduate area in the Gilbert Scott Building for the Adam Smith Business School.

- Work on the School of Law Library in Professor's Square.

- Work on some of the University's animal units.

- Remedial and survey work on University buildings that contain Reinforced Autoclaved Aerated Concrete (RAAC).

- Workspace improvement works on Level 8 of the Rankine Building.

- Refurbishment of Level 2 of the Isabella Elder Building.

Regarding the Keystone Building, which had been approved by the University Court in 2024, Mr Haggarty informed Senate that piling work was almost complete and that the Estates team was continuing with its community and neighbourhood engagement programme while construction was underway. The building was scheduled for completion in spring 2028, and construction of the building would allow the University to reduce its backlog maintenance and disinvest from older buildings.

Mr Haggarty informed Senate that there had been improvements to the in-month performance statistics for the planned maintenance of existing buildings. However, there had been challenges in relation to reactive maintenance, and it was acknowledged that significant improvements were required in this area. Going forward, the focus would be on proactive maintenance, compliance, and the University's contracts strategy to ensure that service levels were improved.

Regarding health, safety and operations, Mr Haggarty informed Senate that a new team would be established within the Estates directorate, bringing together the University's existing Compliance and Safety & Resilience teams. Estates would also focus on improving the University's Biological Services facilities through a programme of refurbishments, and carrying out an externally-facilitated review and audit of the University's Cleaning Services. In addition to this, Mr Haggerty reported that the University had made significant improvements to planned preventative maintenance in and around laboratory shutdowns. In relation to the recent storm that had affected Glasgow a couple of weeks previously, Mr Haggerty reported that Estates colleagues and contractors had worked through the weekend to get the James McCune Smith Building back in operation in time for teaching the following week.

In relation to sustainability, Mr Haggarty reported that the main focus would be on the delivery and development of partnerships with public and private sector organisations. In particular, he noted that the University was in talks with Scottish Water regarding the potential use of the Partick Pumping Station to generate heat for the main campus.

Regarding strategy and planning, Mr Haggarty informed Senate that the University intended to bring some of its student residences onto the main campus at sites on Church Street and potentially Lilybank Gardens. The design of those residences was underway, and the University was consulting with local communities and Glasgow City Council Planning Department on the proposed plans. Mr Haggarty also informed Senate that the University would review and develop a new campus development framework. In relation to space and data, Mr Haggarty informed Senate that the University would purchase a new timetabling system and would carry out a cleaning review to maximise efficiency and effectiveness. The University would also focus on the collection and analysis of data relating to space utilisation

on campus. With respect to asset management, Mr Haggarty informed Senate that he had met with the Students' Representative Council (SRC) in January to discuss improvements to accessibility that could be made in the medium and long term. Estates had also carried out some survey work to identify interventions that could be made to some of the townhouses on the University estate. Furthermore, Estates colleagues had been working in collaboration with Professor Fiona Bradley from the James Watt School of Engineering, and a number of MSc and PhD students, to develop digital twins of University buildings.

Mr Haggarty identified the following future opportunities for the University estate:

- Enhanced data on University assets.
- Planned maintenance.
- Improving the performance of maintenance partners.
- Developing a spatial masterplan.
- Improving governance of the University estate.
- Standardised reporting on Portfolio and Project Management Anywhere (PPMA).

The following future challenges were identified for the University estate:

- Achieving net zero by 2030.
- Managing University budgets.
- Clearing backlog maintenance.
- Delivering £1m of energy savings each year through improved building efficiency.
- Improving space utilisation across the University estate.
- Improving accessibility across the University estate.

Members of Senate enquired about a recent incident in which two protesters had spray painted the front of the James McCune Smith Building. Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer & University Secretary, informed Senate that the University had always endeavoured to facilitate peaceful protests on campus. It had also been made clear to students that the University would not tolerate activities that disrupted the business of others or damaged University property. Dr Duncan confirmed that the protestors who had taken part in the incident had been arrested. Members of Senate enquired about what actions had been taken to improve accessibility on campus for students and staff, and what actions would be taken to ensure that future University buildings would be accessible to all students and staff. Mr Haggarty informed Senate that the Estates team had met with members of the SRC to discuss accessibility across the University estate. The University's Disability Equality Group was also exploring ways to make University buildings more accessible. Regarding recent action that had been taken to improve accessibility, Mr Haggarty informed Senate that the University had invested in lift improvement programmes, which included the installation of a lift in the Kelvin Building. The University had also recently doubled its accessibility budget. However, Mr Haggarty acknowledged that some of the Georgian townhouses and sandstone villas, which formed part of the University estate, remained a challenge for accessibility.

Members of Senate enquired about the University's future plans for Lilybank House. Mr Haggarty informed Senate that Lilybank House was a Grade A listed building that the University had an obligation to preserve, and the University was currently exploring options to refurbish the building. Members of Senate expressed concerns about recent incidents of antisocial behaviour that had taken place in the Gilmorehill Halls and enquired about how security was prioritised across the University estate and what process was used to determine

which buildings were given a higher priority than others. Mr Haggarty informed Senate that the University's Head of Security, Mr Gary Stephen, lead a team of 57 security officers who helped to ensure the safety of staff and students on campus. The University had also liaised with a local high school via the local police liaison officers in relation to recent incidents of antisocial behaviour from school children. Mr Haggarty agreed to speak with Mr Stephen and meet with the member of Senate who raised the question to discuss the specific incidents that they were referring to. Dr Duncan informed Senate that the University had to strike a balance between security and accessibility, and acknowledged that the right balance could be hard to achieve across 330 University buildings. Dr Duncan also informed Senate that the University's approach to prioritising security was based on records of recent incidents and agreed that it would be helpful to meet with the member of Senate to address their specific concerns. Members of Senate enquired about what action the University was legally required to take in relation to accessibility and whether there was a gap between the University's aspirations for accessibility and its legal obligations. Members of Senate also enquired about what the University's current budgetary commitment to accessibility was. Mr Haggarty informed Senate that new University buildings were required to meet specific accessibility standards in order to obtain a building warrant. However, Mr Haggarty acknowledged that it was not possible to make every part of every building fully accessible. Therefore, the University's focus was on guaranteeing that students and staff were able to access key services and facilities to ensure that they were not disadvantaged. Regarding the University's financial commitment to accessibility, Mr Haggarty informed Senate that accessibility was a central priority in the University's new Campus Development Framework.

5. Colleague Engagement Survey – Presentation by the Executive Director of People & Organisational Development, Internal Communications & Engagement Lead, and the People & Organisational Development Communications & Development Lead

Mrs Christine Barr, Executive Director of People & Organisational Development, Mrs Linsay Gilchrist, People & Organisational Development Communications and Development Lead, and Ms Jessica Watson, Internal Communications & Engagement Lead, provided Senate with a summary of the results from the recent Colleague Engagement Survey. In so doing, they informed Senate that the overall engagement score for staff was 72%, which represented a 2% increase from last year and was slightly ahead of the Russell Group average. Within the engagement section of the survey, staff had responded particularly favourably to questions relating to their pride working for the University and their desire to continue working at the University. However, staff had responded less favourably to questions relating to their sense of belonging. The staff cohort with the highest engagement score was University Services staff, and the staff cohort with the lowest engagement score was College of Social Sciences staff.

Regarding the overall themes that had emerged from the Colleague Engagement Survey, the theme that elicited the most favourable response was 'Dignity & diversity' (76%), followed by 'My role and development' (76%). The themes that had received the least favourable responses were 'Culture & values' (41%) and 'Leadership & strategy' (53%). The themes that saw the biggest improvements since the 2023 Colleague Engagement survey were 'Communication' (+9%) and 'Leadership & strategy' (+7%). The Colleague Engagement Survey had also highlighted persistent trends of differing colleague experiences depending on job family. In particular, the survey had identified improvements for staff on the Learning, Teaching & Scholarship (LTS) track in relation to the 'Leadership & strategy' (+5%) and 'Wellbeing & balance' (+4%) themes. However, stark differences still remained between job families.

In relation to longitudinal trends within the 'My role and development' theme, Senate was informed that there had been significant improvements in response to the "I believe I have

the opportunity for personal development and growth at the University", "I am clear about what I am expected to achieve in my role" and "I have had a constructive conversation about my development with my manager in the last 12 months" questions over the past few years, and responses to those questions continued to follow an upward trend. Within the Research & Teaching (R&T) job family, responses to the "I believe I have the opportunity for personal development and growth at the University" question had seen a particularly positive trajectory relative to the University average. Regarding the 'Wellbeing & balance' theme, Senate was informed that responses to the "I feel able to cope with my workload", "I am able to strike the right balance between work and home life" and "The University supports my health and wellbeing at work" questions had also followed a positive trend over the past couple of years, and that staff in the R&T job family had responded more positively to this question than professorial staff and staff on the Early-Career Development Programme (ECDP).

In order to address some of the issues that had been raised in the Colleague Engagement Survey, the University had developed a number of strategic projects, including the development of a Disabled Staff Action Plan and improvements to the Early-Career Development Programme. The University was also carrying out work to embed its values-led culture and increase the visibility of senior leaders.

Members of Senate enquired about whether the responses for R&T staff also included responses for members of staff on the LTS track. Ms Watson confirmed that the data for R&T staff did not include staff on the LTS track. Members of Senate observed that responses for staff on the LTS track appeared to be more positive than responses from staff on the R&T track and suggested that this was the result of the University's proactive attempts to support the career progression of LTS staff through the development of programmes and funding opportunities such as the Staff-Student Partnership Schemes (SSPS) and the Learning & Teaching Development Fund (LTDF). Members of Senate particularly praised the work of Professor Moira Fischbacher-Smith, Vice-Principal, Learning & Teaching, and Professor Stephany Biello, Dean of Learing & Teaching in the College of Science & Engineering, in this area. Mrs Barr thanked the member of Senate for their positive comments and noted that this was also reflected in responses to the Colleague Engagement Survey where there had been significant improvements in feedback relating to leaders and line managers acting as positive role models.

Members of Senate asked if there were significant differences in satisfaction levels between the different Schools, Colleges and job families within each School, and whether useful feedback had been received from the more qualitative questions. Ms Watson informed Senate that levels of satisfaction had been quite consistent between the different job families but that there had been some slight differences in satisfaction levels depending on the proportion of staff from particular job families within each College. For example, clinical colleagues tended to be more positive than staff from other job families, which had led to higher levels of satisfaction for Schools and Colleges that contained a greater proportion of clinical staff. There were also cultural differences between Schools and Colleges, which had impacted on how staff responded to activities such as surveys. As a result, staff in Colleges such as Social Sciences, and Arts & Humanities tended to engage more critically with surveys. Regarding the qualitative data gathered from the Colleague Engagement Survey, Ms Watson informed Senate that, due to the volume of responses, qualitative responses were analysed at University level to understand specific issues.

6. Student Experience Strategy – Presentation by Change Director, International Student Experience

Mr Jonathan Jones, Change Director, International Student Experience, provided Senate with an update on developments with the Student Experience Strategy over the past 12 months. Mr Jones informed Senate that the Student Experience Strategy included four main pillars: Opportunity; Wellbeing; Inclusion & Belonging; and Digital and Campus Environment.

The main purpose of the Strategy was to provide students with a fulfilling, rewarding and enriching co-curricular experience that would shape how they saw their place in the world and become a world-changer. In order to achieve this, the University's 'Digital Transformation' would ensure the optimum 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.

Mr Jones informed Senate that there were currently 14 active Student Experience Strategy projects out of the 22 projects that had been proposed at the end of 2022. The vast majority of those projects had been approved, and a project delivery board was responsible for providing oversight of those projects. However, larger projects were referred to the Investment Committee for approval. Regarding the 'Residence Life' project, Mr Jones reported that this project had been paused, expanded and redeveloped since last year, and that the project was now reaching the implementation phase.

Describing the project delivery roadmap, Mr Jones informed Senate that each of the projects were pegged against one of the four themes of the Strategy, and that the Strategy was currently half way through its five year implementation period, with some of the early projects now moving into the initial project evaluation phase and a few projects coming to the end of their pilot period prior to a decision being made about their continuation. In particular, Mr Jones informed Senate that the following projects were in various stages of delivery:

- Clubs & Societies Improvement project.

- Careers, Employability & Opportunities Transformation.

- International PGR English Language Support.

- Induction & Transitions Development.

- Community & Inclusion.

Mr Jones provided Senate with the following updates on the delivery of approved projects:

Clubs & Societies Improvement

- A Sports Club Management System had been developed and was now in use.

- A Sports Club Culture training package had been successfully piloted in September 2024.

- Two Club/Society storage options had been launched in Semester 1 of the 2024-25 academic session.

- A consolidated space/room booking enquiry form had been introduced.

Careers, Employability & Opportunities Transformation

- A new Student Opportunities Hub had been launched.

- There had been a 40% increase in 'Find a Solution' student internships with third sector organisations.

- Enhanced employer engagement events and activities had been organised across the year.

- A new 'Peer Career' support network had recently been introduced.

- A new 'Workplace 101' skills programme had been introduced to help students to develop their workplace skills.

- Dashboards had been released featuring data insights for graduate outcomes, careers registration, and student engagement.

Volunteering Opportunities

- An initial pilot of the project had been successful and funding had been secured.

- The Student Representative Council's (SRC) plan to standardise and embed volunteering recognition and reward had been approved by the Student Experience Committee.

International PGR English Language Writing Support

- A Researcher Development Specialist for English Language for Doctoral Writing had been recruited and was now in post.

- A plan had been developed to roll out improved English language writing support during the 2024-25 academic session.

- Initial communications and engagement with stakeholders and international PGR students was now underway.

NHS Partnership

- An NHS joint-role Community Psychiatric Nurse had been appointed and had been in post for just over one year.

- Referral routes to the Community Mental Health Team, Primary Care Mental Health Team, and ESTEEM (the University's early mental health intervention service) had been established and were functioning well.

- The partnership was delivering proactive intervention that was helping to avoid prolonged referrals and case escalation.

- Data collection was currently underway to inform reporting and evaluation on the project.

Disabled Student Alternative Format Learning Materials

- There had been a six-month delay at the start of the project due to recruitment challenges.

- All roles had now been filled and the service had been launched to staff and students between August and September 2024.

- New software had been used to deliver enhanced functionality and opportunities.

Inductions & Transitions Development

- The redeveloped 'Glasgow Essentials' (the University's welcome and induction platform) and the redeveloped 'Transitions to Glasgow' course had been launched during the 2024-25 academic session.

Community & Inclusion

- Workstream 1 of the project had been carried out in partnership with the SRC and had resulted in expanded funding for clubs and societies to engage in student-led community activity.

- Workstream 2 had been carried out in partnership with Student & Academic Services and had involved the delivery of eight in-person 'community cafés', the launching of the 'Team UofG Together' online community, and the introduction of an internship

scheme, which had awarded funding to 15 locally proposed projects across the University.

Residential Life & Facility Support Reimagined

- This project had been revised and enlarged to incorporate changes to a new ResLife support model plus the introduction of a new University managed 'out of hours facility support' service.

- The expanded scope of the project would provide comprehensive, robust, round-the-clock student support across all halls of residence, improving student community, safety, security, and experience.

Student Support Digital Hub

- This project would align Support & Wellbeing triage across multiple channels to allow easier access to services and support.

- A more sustainable and accessible user interface would allow the platform to react to changing student needs throughout the academic year.

Student Organisation Facility Development Scoping

- Preparations were underway for a feasibility study.

- A Lead Advisor and Design Team had recently been appointed.

- A three-month stakeholder engagement exercise and review would take place to inform options and provide a provisional cost and timescale for potential development.

- The final investment decision would be dependent upon Capital Plan prioritisation and investment feasibility.

Regarding finance for the Student Experience projects, Mr Jones informed Senate that the University had committed approximately £6.8m over a five-year period, and that the projects were currently about 4% under the net strategic budget. Discussions were also underway regarding the future of strategic investment to enhance the student experience.

Members of Senate observed that the Student Experience Strategy appeared to focus on enhancing the undergraduate student experience and enquired about what actions were being taken to improve the postgraduate student experience. Mr Jones informed Senate that all of the Student Experience projects had been evaluated to assess the likely benefits to both undergraduate and postgraduate students, and that postgraduate students were equal beneficiaries from many of the projects. Professor Sara Carter, Vice-Principal and Head of the College of Social Sciences, informed Senate that the majority of students in the Adam Smith Business School were postgraduates, and that, in addition to the activities being carried out as part of Student Experience Strategy, the College of Social Sciences had also undertaken work to support the student experience, particularly around employability.

7. Proposal for new subject area in the School of Culture & Creative Arts: Cultural Industries

Professor Karen Lury, Head of the School of Culture & Creative Arts, informed Senate that a proposal had been developed to create a new Subject within the School of Cultural & Creative Arts, which would be named 'Cultural Industries'. This new Subject would bring together about 15 members of staff in the School of Culture and Creative Arts who had closely related research interests and expertise. The new subject area would also allow for some operational efficiencies in the delivery of programmes, and would be closely affiliated

with the Centre for Cultural Policy Research (CCPR). Regarding consultation for the new subject area, Professor Lury informed Senate that there had been long and careful discussions with colleagues who would be involved in the new subject area.

Senate approved the proposal for a new subject area within the School of Cultural & Creative Arts, which would be named 'Cultural Industries'.

8. Clerk of Senate's Business

8.1 Honorary Degree Nominations

The Clerk of Senate informed Senate that the following persons had accepted an invitation issued by the Principal, on behalf of Senate, to receive the award of an Honorary Degree in 2025:

DOCTOR OF LETTERS (DLitt)

Professor Sir John CURTICE
Professor of Politics
University of Strathclyde

DOCTOR OF THE UNIVERSITY (DUniv)

Kirsty YOUNG
Broadcaster and Journalist

Senate was also informed that the following honorary degree had been approved under summer powers due to the timeframes involved:

DOCTOR OF THE UNIVERSITY (DUniv)

Dr Clark McGINN
Financier and Robert Burns Scholar

The Clerk of Senate confirmed that these names would be included in the Senate minute and were now, therefore, in the public domain.

8.2 Senate Guest Night

The Clerk of Senate informed Senate that the next Senate Guest Night would be held on Tuesday 11 March 2025 at 7.00 for 7.30pm. Any member of Senate who wished to attend should email: Ceremonial-Events@glasgow.ac.uk.

8.3 Annual University Service at Glasgow Cathedral

The Clerk of Senate informed Senate that the Annual University Service in Glasgow Cathedral would take place on Sunday 9 March 2025 at 11.00am. The Clerk of Senate noted that this year's service was particularly significant because it marked the 850th anniversary of the founding of the City of Glasgow, and that it was important that the University played its part in these festivities.

Those wishing to join the academic procession were requested to assemble in the Sacristy by 10.45am. Academic dress (gown and hood) should be worn on this occasion. White bow-ties could also be worn by those who wished to do so.

Anyone wishing to join the academic procession was requested to email Ceremonial Events (ceremonial-events@glasgow.ac.uk) by Monday 3 March 2025 to ensure that an appropriate number of seats can be reserved.

COURT

Court Meeting:	19 February 2025
Document Title:	Complaints Handling Procedure Annual Report 2023-24
Responsible:	Alistair Wilson Head of Legal and Deputy Secretary, Clare Barnes Head of Complaints Resolution Office

Executive Summary:

This annual report contains key performance indicators for complaints considered through the University's Complaints Handling Procedure (CHP) between 1 August 2023 and 31 July 2024.

The University's Complaints Handling Procedure is based on the Model Complaints Handling Procedure (MCHP) for Higher Education issued by the Scottish Public Services Ombudsman (SPSO). We value complaints and use information from them to help us improve our services. A complaint as defined by the SPSO is any expression of dissatisfaction about our action or lack of action, or about the standard of service (this includes delivery of learning and teaching activities) provided by or on behalf of the University.

Action Required:

☐   FORMALLY APPROVE
☐   FOR DISCUSSION
☒   TO NOTE/FOR INFORMATION

Resource Implications:	N/A
Risk and Assurance:	Links to legal and regulatory compliance on the risk register. Adherence with the requirements set out by the Scottish Public Service Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) for handling complaints, and reporting on complaints is a regulatory requirement. SMG - Maintaining and improving reputation (ID: 1342) SMG - Government Policy Changes (ID: 1298)
University Strategy:	World Changers Together: World Changing Glasgow 2025 Student Experience Strategy

Sustainability Implications/Assessment:	N/A
Student Experience:	Our Complaints Handling Procedure enable us to address a complainant's dissatisfaction and may help us prevent the same problem from happening again. For our staff, complaints provide a first-hand account of the complainants' views and experience and can highlight problems we may otherwise miss. Handled well, complaints can give our students and other members of the public a form of redress when things go wrong, and can also help us continuously improve our services, and the student experience. The Complaints Handling Procedure helps us keep the user at the heart of the process, while enabling us to better understand how to improve our services by learning from complaints
Equality Considerations:	N/A
Supporting Information:	University of Glasgow - Connect - Complaints

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

Complaints Handling Procedure Annual Report 2023-2024

Complaints Resolution Office

Clare Barnes, Roisin McAlpine

Introduction and overview

The University is committed to providing an excellent educational experience for our students and high-quality services to all other service users of the University.

The University's Complaints Handling Procedure is based on the Model Complaints Handling Procedure (MCHP) for Higher Education issued by the Scottish Public Services Ombudsman (SPSO). We value complaints and use information from them to help us improve our services. A complaint as defined by the SPSO is any expression of dissatisfaction about our action or lack of action, or about the standard of service (this includes delivery of learning and teaching activities) provided by or on behalf of the University.

The CHP involves two internal stages: Stage 1 (Frontline) to be handled within 5 working days (exceptionally 10); and Stage 2 (Investigation) to be handled within 20 working days. Following stages 1 and 2, if a complainant remains dissatisfied, they have the option to take their complaint to the Scottish Public Services Ombudsman (SPSO) for consideration. Full details of the CHP can be accessed at https://www.gla.ac.uk/connect/complaints/chp/

This annual report contains key performance indicators for complaints considered through the University's Complaints Handling Procedure (CHP) between 1 August 2023 and 31 July 2024[1]

Total number of complaints received

The number of complaints received at Stage 1, the number escalated from Stage 1 to Stage 2, and the number of complaints received directly at Stage 2.

This data also indicates the number of issues raised that cannot be handled through the CHP. Complainants are advised as soon as possible if their complaint cannot be considered through the CHP.

Total number of incidents received		721				
Incidents not concluded through the CHP	Request for service and/or information[2]	309				
	Referred to another procedure	65				
	Complaint withdrawn	13				
	Not CHP	15				
	Out of time	5				
Incidents concluded through CHP			Stage 1	Stage 2 Overall	Escalated to Stage 2	Direct to Stage 2
		314	254	60	20	40

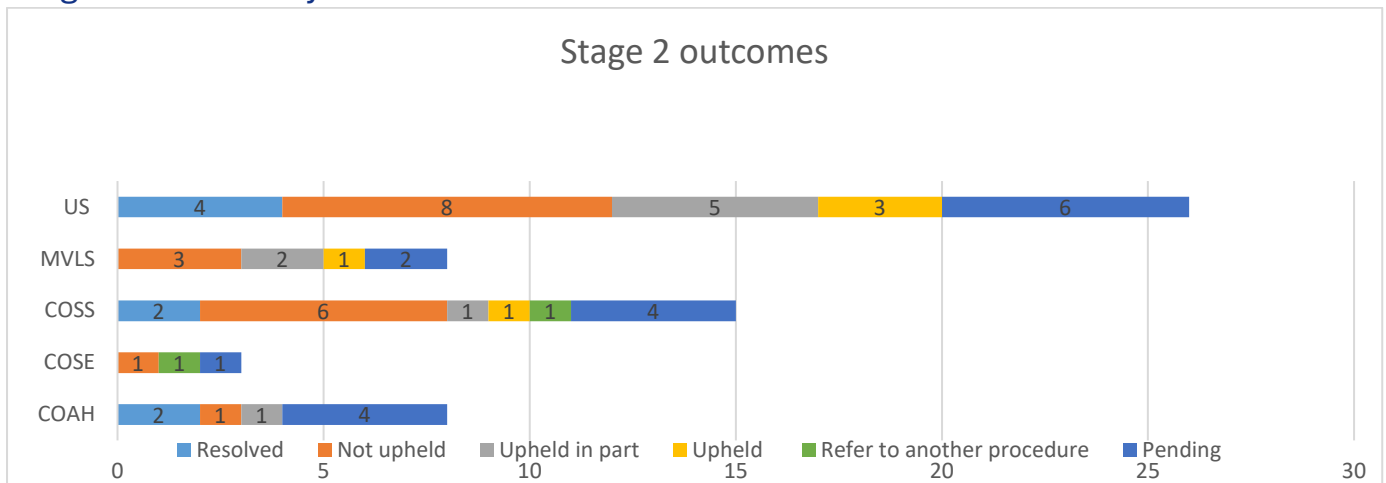
The outcome of complaints at each stage

SPSO KPI2: An overview of the outcome of complaints, by percentage[3]

Outcome	Stage 1 (%)	Stage 2 overall (%)	Escalated to S2 (%)	Direct to S2 (%)
Withdrawn	3.9%	5.0%	4.5%	5.3%
Out of Time	2.0%	0.0%	0.0%	0.0%
Not CHP	2.4%	15.0%	13.6%	15.8%
Resolution /Remedy	90.2%	13.3%	15.0%	12.5%
Resolution not accepted	7.1%	0.0%	0.0%	0.0%
Not upheld	0.0%	31.7%	36.4%	28.9%
Upheld in part	0.0%	15.0%	22.7%	10.5%
Upheld	0.0%	8.3%	4.5%	10.5%
Presumed resolved	1.2%	0.0%	0.0%	0.0%
No finding	0.4%	0.0%	0.0%	0.0%
Pending	0.0%	28.3%	9.1%	39.5%
Refer to another procedure	1.2%	3.3%	4.5%	2.6%

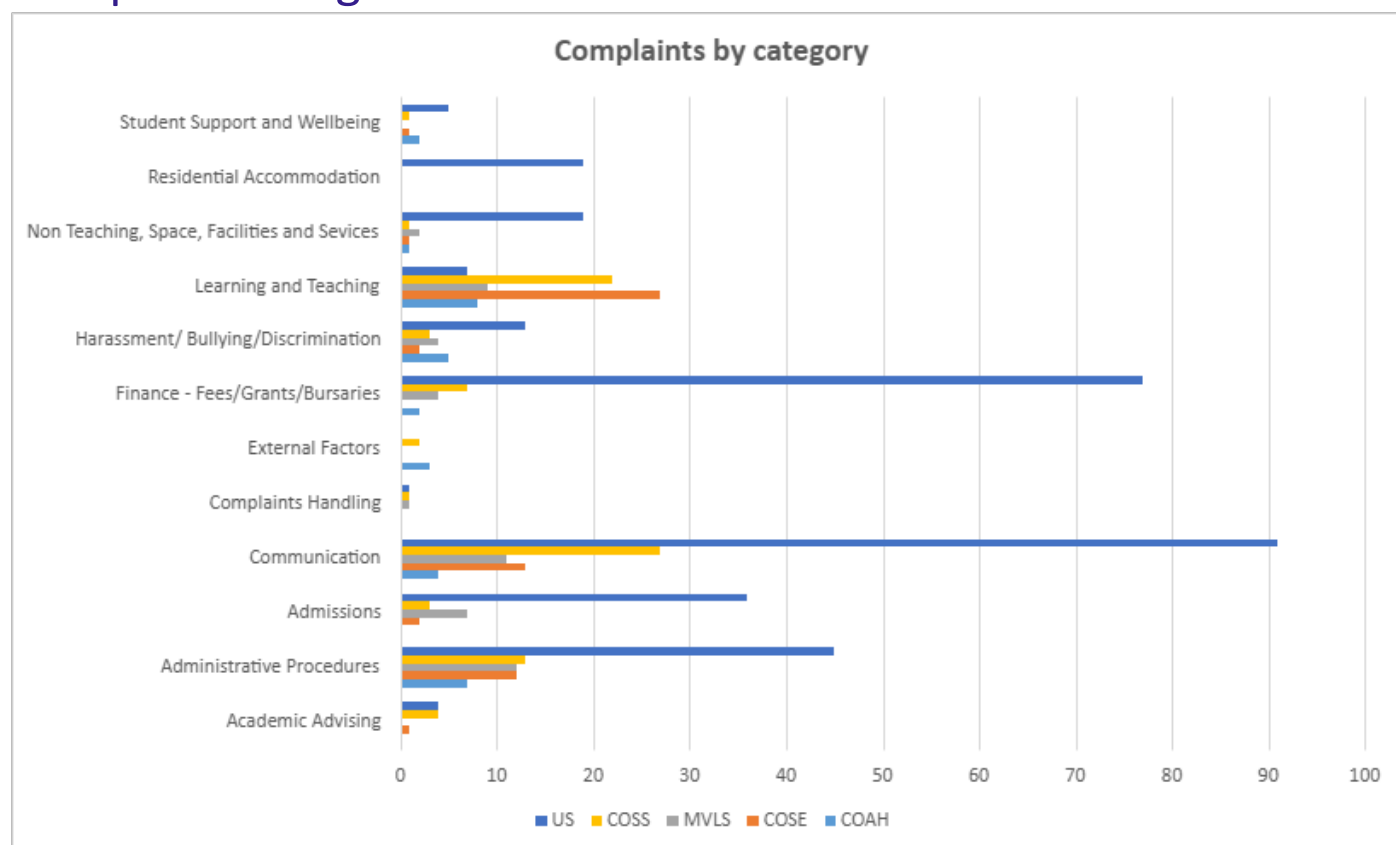## Stage 1 outcomes by area

Stage 2 outcome by area

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[3] Some complaints are about issues that span more than one area. Those cases are included in the area where greatest responsibility lies for the purposes of this report

Complaint categories and themes

Complaints by category

Key Themes

Registration and enrolment
Course enrolment processes are an area of concern for complainants. Issues raised include lack of clarity on the processes, delayed responses to requests for essential information required to confirm course choices, inability to enrol on mandatory courses and delays in receiving resit grades which are required to meet course pre-requisites. These issues are exacerbated by the fact that the course enrolment window is limited, and certain courses are in high demand.

Fee and funding related issues
There is a trend of uncertainty surrounding fee and funding related issues. Complainants have raised concerns about information not being shared with relevant funding bodies, student withdrawal processes not being completed and a lack of clarity on who to contact with queries about fee amounts and support available in cases of financial difficulty. Complainants have indicated that these issues have been a source of stress and have had a negative impact on their ability to continue their studies or study at different institutions.

Student record issues
A number of inaccuracies with Students' records have been reported. These include updated personal data not being retained in MyGlasgow, name changes not being reflected across university systems, grades not entered on the system, incorrect mode of study or student status being recorded and financial information not being updated. These issues have created challenges for students, for example inaccuracies in parchments, inability to graduate and difficulty in applying for funding not related to the university.

Support for students
As in previous years, and reflective of the fact that students face many challenges during their studies, including disability, health related concerns and other pressures, implementation of reasonable adjustments and additional support for wellbeing needs not being met continues to be a cause for concern.

PGR Studies

A number of PGR students have reported concerns about supervision. These complaints have included concerns about bullying or inappropriate behaviour, lack of awareness or lack of support for disabilities and failure to appropriately raise progress concerns.

Learning from Complaints

This year complaint outcomes have identified improvements to policies, procedures, methods of communication, assessment, staff training and improvements to support made available because of complaints submitted to us. These have included:

Theme	Learning or Recommendation
Academic Advising	Ensure that Advisors of Studies are aware of the responsibilities under the Student Maternity, Maternity Support and Adoption Policy.
Academic Advising/ Communications	Improve responsiveness to communications from advisors
Finance	Improvements to processes for updating students' records regularly to ensure information is accurate and up to date.
Finance	The majority of finance related complaints centre around timeliness of refunds. The following improvements have been identified: • A new process via the payments partner to reduce the refund processing time. • The guidance on payment methods has been updated on the UoG webpages to steer students to the correct routes. • The team previously communicated with the student each time a milestone was received but realised that most of our complaints are around lack of communication, as such the team have started to communicate more regularly with updates even if the case has not yet moved to the next stage. • Currently working on developing standard SLAs in respect of refunds so that these can be communicated to the student and other departments in order to manage expectations better.
Finance	Ongoing review to ensure our communications are polite, accurate and informative
Administrative Procedures	Reminder of guidance for managing incidents to prevent disruption and escalation during exams
Administrative Procedures	Improvements to Code of Student Conduct. Additional training for Committee members
Administrative Procedures	Ensure greater alignment with University processes to ensure clarity and avoid confusion
Administrative Procedures	Review of procedures and inductions to ensure student awareness of University wide policies, procedures and contract/regulations
Administrative Procedures	Improve clarity of information available, regarding refund policy for bench fees
Administrative Procedures	Clarify timelines with relevant partners and emphasise eligibility for funding to avoid confusion and disappointment
Administrative Procedures	Explore implementation of additional communications to ensure applicants are kept informed of progress of application
Administrative Procedures	Improvement to current processes to enhance clarity for students, including consideration of elements for automation.
Admissions /Complaints Handling	Admissions and Enquiry Service identified that having a dedicated point of contact for complaints would be beneficial
Communication	Ensure staff are aware of key contact for enrolment queries within the School to ensure that students are signposted to relevant support
Communication	Review of notifications to make improvements to clarity and timeliness of communications and signposting.
Communication	Refresher training provided to improve communication with students
Complaints Handling	Improvements to engagement with the complaints handling procedure

Course Guidance and Information/Learning and Teaching	Ensure that students have clear information about projects so that they understand their own responsibilities and know who to contact for support and guidance.
Learning and Teaching	Concerns raised about quality of course to be taken into consideration when considering course improvements
Learning and Teaching /Communication	Follow up to ensure consideration has been given to prevent lack of communication from dissertation supervisor and clarity of information for students about who to contact if they experience issues.
Student Support	Ensure students receive appropriate support during enrolment period.
Student Support	Information about alternative support channels should be more easily accessible/more clearly signposted to students
Student Support	Improvements to ensure reasonable adjustments are implemented and support is appropriate.
Student Support	Improvements to accessibility of reading lists to identify core/essential material
Student Support	Review of processes to ensure that PGR students' disability information is being shared as appropriate
Non-teaching space, facilities and Services	Implementation of additional safety measures

Response times

SPSO KPI 3: The number of complaints closed in full at stage 1, stage 2 and after escalation within MCHP timescales as a proportion of all stage 1, stage 2 and escalated complaints.

Stage 1 complaints
In line with the procedure, the aim is to respond to complaints quickly at Stage 1. This could mean an on-the-spot apology and explanation if something has clearly gone wrong, or immediate action to resolve the problem. A decision at stage 1 should be communicated in five working days or less, and ten in exceptional circumstances.

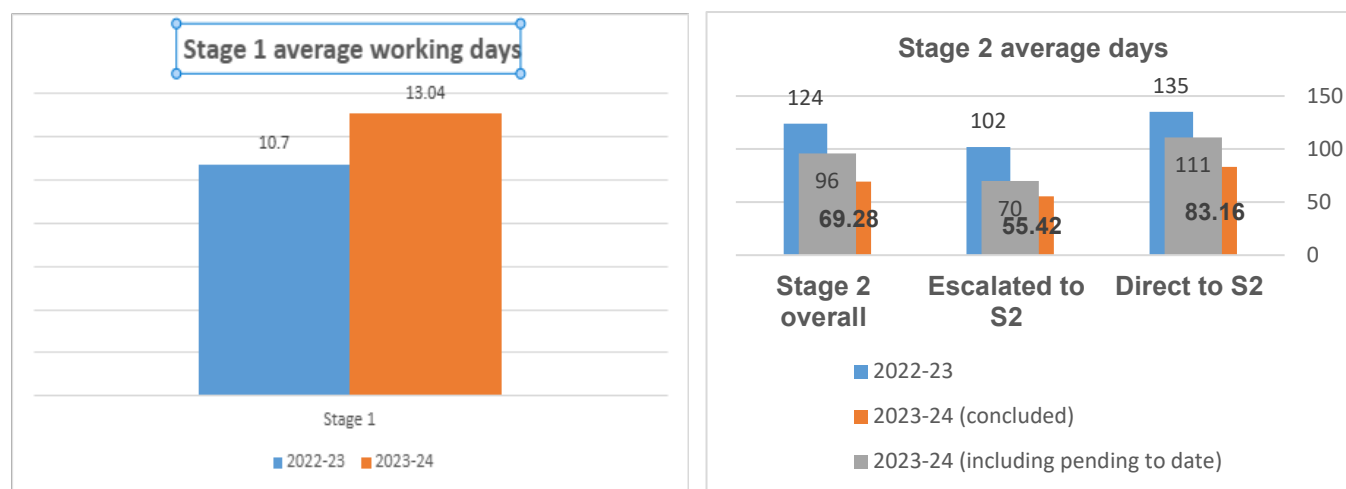|	Total %		No. by area	CoAH	CoSE	CoSS	MVLS	US	Total
Within 5 days	43%		Within 5 days	3	19	12	3	73	110
6-10 days	22%		6-10 days	2	8	8	5	32	55
Longer than 11 days	35%		Longer than 11 days	2	6	17	10	54	89

Stage 2 Complaints
In line with the procedure, we will try to resolve complaints. We aim where possible to provide a final response as within 20 working days. There are occasions where this is not achievable. If our investigation will take longer than 20 working days, we will tell the complainant of our revised time limits and keep them updated on progress.

Stage 2 timescales			Stage 2 direct	Stage 2 escalated
1 -20 days	10.0%		5.3%	18.2%
21 – 60 days	20.0%		13.2%	31.8%
>60 days[4]	70.0%		81.6%	50.0%

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[4] Includes pending cases not yet concluded.

The average time in working days for a full response to complaints at each stage

SPSO KPI4: The data shows the average (mean) time in working days to respond at stage 1, stage 2 and after escalation.

The complexity of cases has continued to increase, and delays have also been contributed to in some cases by availability of relevant colleagues required to input to the complaint remedy or response, difficulty contacting the complainant, or the complainant taking longer to respond.

Some Stage 2 cases are pending, the chart illustrates both average days of concluded cases and the average days including the pending cases (to date), compared with last year. Average days will be recalculated once these are complete.

CRO process developments

- Review and improvements: All aspects of the processes related to Complaints Handling have been mapped and reviewed.
- The procedure and processes for managing complaint handling at Stage 1 of the procedure, has been undertaken with the emphasis on resolution.
- Improved triage: Better, more considered, and more consistent identification of concerns that should rightfully be: a) addressed as requests for service or information (pre-CHP) rather than as complaints, b) referred to another more appropriate procedure, c) are matters that cannot be considered under the CHP (as defined by the SPSOs Model Complaints Handling Procedure.

Ongoing:
- Improved partnership working: Working with colleagues across the University to develop shared approaches to addressing and responding student concerns, to respond more effectively at Stage 1 (quick resolution) of the procedure, the CRO team has increased the amount of support and guidance provides to colleagues in responding, thereby ensuring that responses adequately address concerns and hopefully reducing the likelihood of complaints being escalated to Stage 2.
- Data: Review and development of the process and procedures for capturing and recording complaint data. This has led to increased accuracy and consistency and production of summary data to meet the statutory reporting requirements against KPIs.
- The improved data capture feeds directly into enhancements to reporting, including KPIs which cover, complaint numbers, response times, escalation, and outcomes, and greater learning from complaints.
- Producing data for schools, colleges and services, and to feed into monitoring and enhancement processes, i.e. PSR, Student Services Review etc.
- Review processes for managing complaint handling at Stage 2 of the procedure is underway.

Additional data

Comparison of complaint volumes year on year[5]

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total incidents	-	-	-	607	644	721
Request for service and/or information	-	-	-	93	189	309
Referred to another procedure	-	-	-	64	53	65
Complaints which cannot be concluded through the CHP	-	-	-	4	3	33
Stage 1	119	133	172	364	338	254
Stage 2 (overall)	47	58	72	84	61	60

SPSO

	2019-20	2020-21	2021-22	2022-23	2023-24
Cases referred to SPSO by complainant	**19**	**14**	**21**	**10**	**9**
SPSO Response					
Not taken forward	*18*	*14*	*20*	*9*	*8*
▪ Premature (internal procedures not completed)					
▪ Out of jurisdiction	1	2	2	1	1
▪ Out of time	1	1	1	2	
▪ University response reasonable/ Further investigation unlikely to achieve more	13	7	15	6	6
▪ Other	3	4	2		1
Decision following Full Assessment:					
▪ Complaint upheld			1		
▪ Some elements of complaint upheld	1				
▪ Complaint not upheld					
▪ Pending				1	1

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